
Operations Manual



Keystone Chapter

**Latest update published
October 2021**

Index

Section 1 - Introduction

General	1 - 1
Purpose	1 - 1
Applicability	1 - 1
Revision	1 - 1

Section 2 - Governance

Board of Directors	2 - 1
Authority	2 - 1
Composition	2 - 1
Election Procedures	2 - 1
Certification	2 - 2
Responsibility	2 - 2
Meetings	2 - 2
Job Descriptions	2 - 2
President	2 - 3
Vice President	2 - 3
Secretary	2 - 3
Treasurer	2 - 4
Immediate Past President	2 - 4
Individual Board Members	2 - 4
Hospital Liaison	2 - 5
Hospital Liaison checklist	2 - 6
Committees of the Board	2 - 7
Executive Committee	2 - 7
Composition	2 - 7
Responsibilities	2 - 7
Authority	2 - 7
Reports	2 - 7

Section 3 – Employee Job Description

Chapter Executive Director	3 - 1
Office Manager	3 - 2
Accounting Clerk	3 - 3
Administrative Assistant	3 - 4

Section 4 - Administration Policies and Procedures

Office Procedures	4 - 1
Equipment	4 - 1
Equipment Loan Policy	4 - 1
Supplies	4 - 2

Index (continued)

Postal Procedures	4 - 2
Incoming Mail	4 - 2
Outgoing Mail	4 - 2
Use of chapter vehicles	4 - 3
Correspondence/Communications	4 - 3
Authority	4 - 3
Internal	4 - 3
External	4 - 3
Electronic Communications	4 - 4
Contract Procedures	4 - 4
Legal Matters	4 - 4
Corporate Counsel	4 - 4
Complaint Procedures	4 - 5
Complaints	4 - 5
No Harassment Policy	4 - 5
Nondiscrimination Policy	4 - 6
Duty of the Vice President and Secretary	4 - 6
Authority of the Executive Committee	4 - 6
Notice and Investigative Committee	4 - 6
Right of Appeal	4 - 7
Organization Memberships/Representation	4 - 7
Government Agencies	4 - 7
Veterans' Organizations	4 - 8
Disability Organizations	4 - 8
Senior Clubs and Fraternal Organizations	4 - 8
Political Organizations	4 - 8
Payment of Dues	4 - 8
General	4 - 9
Attendance at Conventions and Seminars	4 - 9
PVA Conventions, Board Meetings and Seminars	4 - 9
Conventions, Seminars and Events of Other Organizations	4 - 9
Payment of Expenses	4 - 10
National Service Officer Attendance	4 - 10
Public Relations	4 - 10
Funeral Flower Donations	4 - 10
Homeless Veterans	4 - 10
Occupancy	4 - 11
Reports	4 - 11
Internal Reports	4 - 11
External Reports	4 - 11
National Expense Reports	4 - 11
Chapter Library	4 - 12

Index (continued)

Section 5 - Financial Policies and Procedures

Treasurer Responsibilities	5 - 1
Budget	5 - 1
Input Procedures	5 - 1
Approval by the Board of Directors	5 - 1
Submission to National PVA	5 - 2
Budget Management	5 - 2
Program Allocation Procedures	5 - 2
Audits	5 - 2
Annual Independent Audit	5 - 2
Other Audits	5 - 2
Financial Document Signing Authority	5 - 2
Investment Policy	5 - 3
Credit Account Policies and Procedures	5 - 3
Corporate Credit Cards	5 - 3
Payment of Bills	5 - 4
Reports	5 - 4
Frugality/Austerity Plan	5 - 4
Payroll Procedures	5 - 4
Overtime Policy	5 - 4

Section 6 - Development/Fund Raising

Policy	6 - 1
Telemarketing Program	6 - 1
Unrestricted Contributions	6 - 1
Restricted Contributions	6 - 1
In-Kind Contributions	6 - 1
Grant Procedures	6 - 2
Product Sales	6 - 2
Individual Program Fund Raising	6 - 2

Section 7 - Personnel Policies and Procedures

Chapter Office Staff	7 - 1
Office Hours	7 - 1
Inclement Weather	7 - 1
Overtime Policy	7 - 2
Employee Benefits	7 - 2
Health Insurance	7 - 2
Term Life	7 - 2
401K Incentive Savings Plan	7 - 2
Employee Bonuses	7 - 2

Index (continued)

Paid Holidays	7 - 3
Annual Leave	7 - 3
Bereavement Leave	7 - 4
Sick Leave	7 - 4
Pay Periods	7 - 5
Performance Evaluation and Review	7 - 5
Evaluation Schedule	7 - 6
Unscheduled Evaluations	7 - 6
Performance Review and Evaluation Guidelines	7 - 6
Performance Review Interview with the Employee	7 - 7
Salary and Wage Administration	7 - 8
Merit Increases	7 - 8
Promotion	7 - 8
Special Bonuses	7 - 8
Separation Policy	7 - 9
Definitions	7 - 9
Resignation	7 - 9
Release	7 - 9
Termination	7 - 9
Salary	7 - 9
Separation	7 - 9
Voluntary Separation	7 - 9
Involuntary Separation	7 - 9
Employee Business Travel	7 - 9
Employee Communications	7 - 10
Employment of Relatives	7 - 11
Equal Employment Opportunities	7 - 11
Drug Free Workplace	7 - 11
Volunteers	7 - 11

Section 8 - Chapter Programs

Policy	8 - 1
Advocacy Program	8 - 1
Mission Statement	8 - 1
Areas of Concern and Interest	8 - 1
Legislative Program	8 - 1
Mission Statement	8 - 1
Areas of Concern and Interest	8 - 1
Service Program	8 - 2
Mission Statement	8 - 2
Areas of Concern and Interest	8 - 2
Hospital Liaison Program	8 - 2
Mission Statement	8 - 2
Areas of Concern and Interest	8 - 2
Membership Program	8 - 2
Mission Statement	8 - 2
Areas of Concern and Interest	8 - 2

Keystone PVA Operations Manual

Index (continued)

Dues	8 - 2
Membership Roster Policy	8 - 3
Chapter Social Programs	8 - 3
Annual Picnic	8 - 3
Annual Banquet	8 - 3
Newsletter	8 - 4
Mission Statement	8 - 4
Rate Schedule	8 - 4
SCI Research	8 - 4
Sports & Recreation Program	8 - 5
Mission Statement	8 - 5
Membership Programs	8 - 5
Annual picnic	8 - 5
Hunting and fishing licenses	8 - 5
Membership recreation reimbursement.....	8 - 5
Weekly bowling league.....	8 - 5
Hunting and fishing programs	8 - 5
Sports and Recreation travel policy.....	8 - 5
National Veterans Wheelchair Games.....	8 - 6
Travel Policy	8 - 6
Travel Reimbursement Policy	8 - 6
Travel reimbursement	8 - 6
Hours	8 - 6
Mileage.....	8 - 6
Meals	8 - 6
Qualified out-of-pocket expenses.....	8 - 7
Lodging	8 - 7
Keystone PVA Points System	8 - 7

Section 9 - Wholly-Owned Subsidiary Corporation

Policy	9 - 1
Incorporation	9 - 1
Use of PVA Name and Logo	9 - 1
Funding	9 - 1
Assets	9 - 1
Governance	9 - 1
Staff Support	9 - 2

Appendices

Appendix A— Election Procedures	
Appendix B— Notice to members that the election of directors will be held	
Appendix C— Promotional Apparel and other items	
Appendix E—Assignment and possession of credit and debit cards	
Appendix D— Recent Operations Manual revision history	

Section 1 – Introduction

General

This Chapter Operations Manual contains statements of policies and procedures that are designed to be a working guide for supervisory and staff personnel in the day-to-day administration of the organization's programs.

These written policies are intended to increase understanding, eliminate the need for personal decisions on matters of established policy, and help to assure uniformity of procedures throughout the organization. It is the responsibility of each member of the governance team, of program directors, of management and of staff to administer these policies in a consistent and impartial manner.

All established policies and procedures are subject to change and further development in the light of experience. Each member of the volunteer and employed chapter management team can assist in keeping our programs up to date by making recommendations for modifications that would improve chapter operations. Any question of clarification or interpretation shall be resolved by the Board of Directors.

Implementation of policies and procedures contained in this manual shall be the responsibility of the Board of Directors, all elected officers, the executive director (when one is on staff), and all program directors. Those people all have individual and collective responsibility to explore all means to promote and improve programs in which Keystone PVA has a vested interest by promoting effective communications among the leadership and the membership, ensuring the maintenance of a sound financial management program, and the delivery of viable programs which benefit the members of Keystone PVA and other members of the disability community.

Purpose

The purpose of this Chapter Operations Manual is to promulgate standard policies and procedure to be used in the day-to-day conduct of business within the Keystone Chapter of the Paralyzed Veterans of America.

Applicability

Unless otherwise specified, the policies and procedures set forth in this manual are applicable and binding in all facets of chapter operations, and shall be adhered to by all employees, volunteers and representatives of the chapter. Copies to be given out to Board of Director's and staff with signature required.

Revision

Revisions to this operations manual shall be made only upon approval by the Keystone PVA Board of Directors. Suggested revisions may be submitted to the Chapter President and must be provided to the Board of Directors 15 days prior to a scheduled meeting and shall be effective upon approval by the Board of Directors unless otherwise specified. The date at the bottom of each page is the date approved

by the Board of Directors.

1 - 1

Section 2 – Governance

Board of Directors

Authority

The Board of Directors is the governing body of the Keystone Chapter of PVA in every respect. Actual authority is set forth in the National and Chapter Bylaws.

Composition

As specified in the Bylaws, the Board of Directors of Keystone PVA shall consist of the President, Vice President, Secretary, Treasurer, Immediate Past President, Executive Director and six (6) elected board members for a total of twelve (12) members. The Executive Director shall have a voice but no vote. If not otherwise a member of the Board by election or appointment the Chapter National Director shall be an ex-officio member of the Board of Directors with a voice and a vote.

Election Procedures

Chapter election procedures for the members of the Board of Directors are included as Appendix A, and the notice of the election to the chapter membership is included as Appendix B.

Certification

As required by PVA National Headquarters, all officers and members of the Board of Directors are required to have their membership eligibility certified by the National Secretary prior to being sworn into the appropriate office. It is the policy of Keystone PVA that no person shall be accepted in nomination for any elected or appointed position without completion of membership certification.

In order to certify membership eligibility, the individual must submit to the Chapter Secretary copies of documentation, which verifies their medical condition and their military service. Once the Chapter Secretary has verified that the individual is eligible for membership in PVA, the documentation shall be forwarded to the PVA National Secretary for certification at that level.

All documentation concerning membership certification shall be handled with strictest confidence. No person at the chapter level other than the chapter Secretary & membership coordinator shall have access to that documentation.

Responsibility

It is the responsibility of every member of the Board of Directors to attend all regular and special meetings of that body. If they are unable to attend, they shall notify the President or the Secretary, and their absence will be excused only by a majority vote of the Board of Directors.

Generally, the Board of Directors responsibilities are to:

- Attend all regular and special meetings of the Board of Directors;
- Establish policy;
- Approve the hiring or termination of the Executive Director;
- Approve the annual budget;
- Monitor all chapter finances;
- Create and update a long-term plan for the chapter;
- Adopt key operating policies and procedures;
- Approve contracts as appropriate;
- Monitor policy implementation by the Executive Director and other members of staff and program directors.

Meetings

Meetings of the Board of Directors are to be held at least monthly; special meetings may be called as required and will be done in accordance with the Bylaws. Agenda items with a monetary cost must be placed on the agenda no later than the Executive Committee meeting unless the Board approves the addition by a vote of at least two-thirds of the Board members present. Board of Directors meeting minutes must be approved by the Executive Committee before being signed by Secretary.

Job Descriptions

Individual jobs and responsibilities for board members are as follows:

President: The President's primary responsibility is to lead the organization and to serve as the principal elected officer. The President's authority is granted only by the full Board of Directors. Generally, he/she shall:

- The President is a member of the Board with a voice and no vote. The President will only vote if there is a tie;
- Serve on the Executive Committee with a voice but no vote;
- Preside over meetings of the Board of Directors and the Executive Committee;
- Prepare agendas for all meetings of the Board of Directors and the Executive Committee;
- Serve as an ex-officio member of all committees;
- Work with the Executive Director to see that all directives of the board are carried out;
- Coordinate the work of board members and committees of the board;
- Call special meetings as the need arises;
- Appoint committee members and others as required;
- Maintain constant communications between board members and the Executive Director;
- Facilitate the board's decision-making;
- Maintain a positive working relationship with the Executive Director;
- Act as official spokesperson for Keystone PVA;
- Work with the Executive Director on new board member orientation;
- Oversee the search for a new Executive Director when the position is vacant;
- Perform semi-annual written evaluations of the Executive Director;
- Foster a sense of team spirit on the board;
- Perform all other required and traditional functions in the office of President
- The President has the authority to hire temporary help should the need arise.

Vice President: The Vice President's main responsibility is to provide continuity of leadership in the absence of the President. To prepare for this role, he or she shall serve on the Executive Committee and shall serve as the coordinator of all chapter programs. The Vice President acts only on the authority of the President and of the board. Generally, the Vice President shall:

- Attend all board meetings;
- Serve on the Executive Committee with a voice and a vote;
- Know the organization and the duties of the President;
- Be prepared to perform the President's duties when required to do so;
- Work closely as a consultant and advisor to the President;
- Develop and maintain rapport and a close working relationship with the Executive Director and the President;
- Carry out special assignments from the board and the President;
- Coordinate the Chapter Banquet and Annual Picnic.

Secretary: The role of the Secretary is to function as any other secretary would. The Secretary shall keep track of all board documents and records, shall ensure the accuracy and availability of meeting minutes, and keep the board informed on meeting dates and times. The Secretary is a full member of the board with voice and voting privileges. Duties and responsibilities include:

- Attend all board meetings;
- Serve on the Executive Committee with a voice and a vote;
- Ensure that board members are aware of meeting dates and times;
- Maintain records of the board and ensure their safety;
- Prepare and review meeting minutes for accuracy, give to Executive Committee for approval;
- Keep a register of board member addresses and telephone numbers;
- Assume the duties of the President in the absence of the President and Vice President;
- When necessary, obtain information from records and minutes to help board members in the decision-making process;
- Tape record all meetings.

Treasurer: The role of the Treasurer is to ensure the financial integrity of the organization. This is accomplished primarily through a review of the independent audit performed by an accounting firm chosen by him/her with the assistance of the Executive Director. To help ensure the fiscal integrity of Keystone PVA, the Treasurer shall provide oversight of its financial activities and ensure the accuracy of all financial records and reports. Additionally the Treasurer shall:

- Attend all meetings of the Board of Directors;
- Serve on the Executive Committee with a voice and a vote;
- Work with staff to review and submit full and accurate financial data to the board and membership;
- Perform the duties of the Accounting Clerk when position is vacant.
- Treasurer or designated individual shall deposit checks/cash weekly.
- Review cash receipts journal and bank reconciliation on a monthly basis.
- Receive & review monthly bank statements and canceled checks.
- Maintain back-up financial data disks at his/her residence.
- Oversee preparation of the Annual Budget;
- With the assistance of staff; prepare regular reports for the Board of Directors and membership;
- Assist in preparation of the financial portion of the Annual Report to National PVA;
- Chair the Finance Committee when one exists.

Immediate Past President: The Immediate Past President shall serve as an ex-officio member of the Board of Directors with a voice and a vote. Generally, he or she shall:

- Attend all meetings of the board;
- Serve on the Executive Committee with a voice and a vote;
- Bring leadership expertise to the board based on past experience;
- Perform such duties as may be prescribed by the board or by the President.

Individual Board Members: Individual members of the board have the responsibility to:

- Be knowledgeable about the organization;
- Attend all Board meetings, be prepared and well informed about the issues on the agenda;
- Contribute to the discussions and decision-making process in all meetings;
- Serve on at least one committee;
- Serve as a representative of Keystone PVA;
- Assume board leadership roles when asked to do so.

Hospital Liaison

Reports to: 1. President on a routine basis.
 2. Board of Directors at each Board meeting, preferably in writing.
 3. Membership via succinct written report in the newsletter.

Appointed by: President with Board approval.

Term: Appointed annually, preferably at the meeting of the Board immediately prior to the start of the fiscal year. Term continues unless Board rescinds the appointment or replaces the appointee.

Vote required: All actions regarding appointment or rescinding of the appointment requires a majority vote of the Board members present at a Board meeting at which a quorum has been established, in person or by phone.

Purpose of Hospital Liaison: To insure that PVA members who are patients in health care facilities are being cared for in accordance with 1) the policies of the Veterans Health Administration of the U. S. Department of Veterans' Affairs (a.k.a. "VA"), 2) generally accepted health care policy, and 3) common sense treatment.

The Hospital Liaison shall be aware of and have a primary point-of-contact (POC) in all VA medical centers, in the care centers ("veterans' homes") operated by the Commonwealth of Pennsylvania, and in any civilian operated health care or long-term treatment center in which PVA members have or may be receiving care. The Hospital Liaison shall, by phone or correspondence, make purposeful contact with each such facility at least one time each year.

At these facilities and following treatment at such facilities, the Hospital Liaison shall be aware of and/or shall inquire into:

- a) Care of newly-injured SCI patients
- b) Overall staffing and operation of SCI centers and clinics
- c) Emergency room care at VA medical centers
- d) Recreation for patients and residents
- e) Long-term care of PVA members
- f) Prosthetics and equipment needs
- g) Home health care programs

The Hospital Liaison shall be familiar with the Health Insurance Portability and Accountability Act of 1996 (a.k.a. "HIPAA") as it applies to the privacy rights of patients.

The Hospital Liaison shall have a good working relationship with the chairperson of the PVA Field Advisory Committee (FAC), which routinely visits SCI Centers and clinics to review the standard and delivery of care to PVA members. The Hospital Liaison shall know the PVA staff person(s) assigned to support the FAC. The Hospital Liaison shall be aware of all visits of the FAC to VA medical facilities in which Keystone PVA members routinely receive care, and shall insure that the Keystone PVA has at least one representative participating in the visit, but preferably more than one, including but not limited to the chapter's Hospital Liaison, the President, and the Executive Director.

The Hospital Liaison shall have a good working relationship with all members of the Board of Directors and staff, especially the President, the Membership Officer, and the staff person assigned to support the Membership Officer.

Keystone PVA Operations Manual

HOSPITAL LIAISON PERFORMANCE CHECKLIST

1. Points of contact for these VAMCs:
 - Altoona (James E. Van Zandt)
 - Butler
 - Erie
 - Lebanon
 - Pittsburgh—Heinz PCC
 - Pittsburgh—Highland Drive
 - Pittsburgh—University Drive
 - Wilkes-Barre

2. Points of contact at these State Veterans' Centers:
 - Pennsylvania Soldiers' & Sailors Home (Erie)
 - Southwestern Veterans' Center (Pittsburgh)
 - Hollidaysburg Veterans' Home (Hollidaysburg)
 - Gino J. Merli Veterans' Center (Scranton)

3. Points of contact for other facilities used by PVA members, as needed

4. Inquire about the following at all facilities, as applicable:
 - Care of newly-injured SCI patients
 - Overall staffing and operation of SCI centers and clinics
 - Emergency room care at VA medical centers
 - Recreation for patients and residents
 - Long-term care of PVA members
 - Prosthetics and equipment needs

5. Be aware of Keystone PVA members who require home health care.

6. Become familiar with the Health Insurance Portability and Accountability Act of 1996 (HIPAA), and have a copy of the Privacy Rule for reference.

7. Establish and maintain a good working relationship with the FAC chairperson and the primary PVA staff person assigned to support the FAC.

8. Be aware of visits of the FAC to medical facilities of interest to the Keystone PVA and insure that the Keystone PVA is represented on official FAC committee visits.

Committees of the Board

Committees are appointed to provide leadership and guidance in specialized areas that can be dealt with more effectively by a smaller group than the full board. Committees should meet only when there is business to accomplish. Once a committee or task force has completed its specific mission, it should be disbanded. The President shall appoint committees on an “as required” basis.

There are two types, of committees, “Standing Committees” and “Ad-Hoc Committees.” Standing Committees are ongoing committees and are established by the Board of Directors. Appointments are subject to approval by that board. Ad-Hoc Committees (also called task forces) are appointed on a more temporary basis, usually with a very specific mission or task. Once that specific task has been accomplished or completed, the ad-hoc committee is disbanded.

The chapter may have a Finance Committee which shall consist of the chapter Treasurer, chapter President, and not fewer than two chapter members. The Executive Director, when one is on staff, shall be a member with a voice and no vote. When the chapter invests funds with an investment advisor, the committee will meet on a quarterly basis to review quarterly statements.

Executive Committee

Composition

The Chapter may have an Executive Committee which shall consist of the President, Vice President, Secretary, Treasurer and Immediate Past President. The President and the Executive Director, when one is on staff, shall be members of the Executive Committee with a voice and no vote. If the Executive Committee has a tie vote, the issue is referred to the next Board of Directors meeting. If there is still a tie vote, the president has the tie-breaking vote.

Responsibilities

- The Executive Committee is delegated the powers and the authority of the full board when the board is not in session, except that they cannot establish policy.
- The full board is liable for all actions taken by the Executive Committee. The Executive Committee should always keep the full board informed of its activities.
- All actions of the Executive Committee are subject to approval by the full board.
- **The Executive Committee will meet no sooner than 7 days prior to the monthly Board of Directors meeting to review and approve the agenda for the Board meeting.***
- Meet in the event of an emergency.

Authority

- While they may act in the name of the full board, the Executive Committee is not authorized to establish or change policy, which has been approved or established by the Board of Directors.

Reports

- The Executive Committee is accountable to the Board of Directors and shall render a full written report to the board when action has been taken of any importance. Such action must be ratified by the Board of Directors at the next scheduled meeting to be effective.
- The Executive Committee must approve all Board of Director meeting minutes before being signed by the Secretary.

Section 3 – Employee Job Descriptions

POSITION DESCRIPTION

Job Title: Chapter Executive Director

Department: Administration

Employment Status: Regular Full Time

Overtime Status: Exempt

Supervision: All Office Staff

General Function:

Provides general administrative managerial leadership to the Keystone PVA Chapter Office. Performs a variety of functions requiring accounting, finance, human resource management, fund raising, program management and independent judgment.

Regular Duties:

- Responsible for the day to day business activities of the Keystone Chapter.
- Responds to inquiries from PVA members, clients, and other persons. Oversees inquiry responses to Service offices and other PVA Chapters regarding PVA business.
- Prepares annual budget presentation with the assistance of the Chapter Treasurer and Budget Committee.
- Works with Chapter Treasurer to pay bills and balance check registers accordingly for preparation of reimbursement and reconciliation reports.
- Oversees the update of PVA manuals, publications, and internal office records with assistance of the By-Laws Committee where appropriate.
- Acts as office representative for business activities.
- Performs other duties as assigned by the Board of Directors through the President. Reports directly to the Chapter President.

Knowledge and Skills Required:

- Must have attained a Bachelor of Science Degree from an accredited University and at least two years of work experience, or must have equivalent education and experience.
- Must possess strong interpersonal communications skills.
- Must possess accounting and finance skills required to oversee office and finance activities.

POSITION DESCRIPTION

Job Title: Office Manager
Department: Administration
Supervisor: Executive Director and/or President

Employment Status: Regular Full Time

General Functions

Responsible for office, copying center, procurement of office supplies and furniture, tracking inventory, and providing support where needed to the Keystone PVA President, Board of Directors, and Program Directors. Responsible for providing administrative support to membership and volunteer programs

Regular Duties:

Responsible for the receipt of office mail, dating and distributing mail to the appropriate persons. Private mail with name of officer is to be dated and distributed unopened.

Responsible for the receipt of all funds filling out cash receipts for cash and stamping all checks “for deposit only” registering all cash and checks, received in the Cash Receipt Journal and on deposit slip

Prepare, copy and distribute reports and materials as directed while tracking postage costs for budgetary purposes. Order supplies as needed maintaining an adequate inventory of office supplies.

Responsible for assisting the Membership Coordinator in standard correspondence to members including birthday letters, deceased letters, prospective member packets, preparing and distributing chapter membership reports to the BOD on a monthly basis and preparing and mailing membership cards directly to the members in a timely manner.

Maintain and keep current the Keystone PVA computerized membership data base which includes processing and updating monthly Membership Reports, address changes, renewal notices to associate members/affiliate, and transfers.

Handle standard communications with PVA concerning report processing, member inquiries, address changes, life membership and questions relating to membership.

Other duties if needed may be assigned by the Executive Director, President, or the Program Directors.

Knowledge and Skills Required:

Must have a High School diploma or GED and three or four years of relevant work experience. Accurate typing skills and proficiency in Microsoft Word and the ability to meet deadlines. Must have excellent written and oral communications skills.

POSITION DESCRIPTION

Job Title: Accounting Clerk
Department: Administration
Supervisor: Executive Director and/or President

Employment Status: Hourly, as required

General Functions:

Responsible for Accounting duties as assigned including, but not limited to, accounts receivable, accounts payable, bank reconciliation, printed reports and back up of computer data. The Accounting Clerk shall provide support where needed to the Keystone PVA Board of Directors, Program Directors, Membership and Volunteer programs.

Regular Duties:

Record the receipt of all funds in the general ledger. Compare the stamped bank deposit receipt to the Cash Receipts Journal.

Post all Checks/cash to proper account. Reconcile statement and check register.

Prepare bank reconciliation. Balance Cash Receipts Journal & General Ledger. Initial & date bank statement.

Prepare Treasurer Report for distribution to the Board of Directors on a monthly basis.

Back-up all data to a zip disk daily and keep a monthly back-up disk in locked fire proof box in the cabinet in office and at the residence of the Chapter Treasurer.

Prepare all finance reports required for the annual chapter audit.

Other duties may be assigned by the Executive Director or the President and Treasurer.

Knowledge and Skills Required:

Must have an Associates Degree in Accounting and three or four years of relevant work experience.
Must be experience using Excel, Microsoft Word and QuickBooks Pro.
Must have excellent written and oral communications skills.

POSITION DESCRIPTION

Job Title: Administrative Assistant
Department: Administration
Supervisor: Executive Director and/or President
Employment Status: Hourly, as required

General Functions:

Responsible for providing administrative support when needed to the Keystone PVA President, Board of Directors, and Program Directors.

Regular Duties:

Assist Office Manager in the preparation, copying, mailing and filing of daily correspondence.

Responsible for maintaining the chapter files.

Store and track Keystone PVA brochures and literature. Fulfill requests for information by the general public, unless medical or service information, then refer to NSO.

Responsible for the duties of the Office Manager when Office Manager is absent.

Knowledge and Skills Required:

Must have a High School diploma or GED and three or four years of relevant work experience. Accurate typing skills and proficiency in Microsoft Word and the ability to meet deadlines. Must have excellent written and oral communications skills.

Section 4 - Administration Policies and Procedures

Office Procedures:

Equipment:

Office equipment owned and maintained by Keystone PVA shall be those normal items of equipment which are deemed necessary for the administrative operation of the chapter. This includes such items as copiers, computers, printers, and office furniture.

The purchase of any major item of office equipment, (i.e., typewriters, computers, printers, copy machines, etc.) shall be only upon approval of the Board of Directors. When the chapter employs an Executive Director, that person shall have some discretionary authority for purchasing as prescribed by the Board of Directors.

The chapter shall own the number of lap-top computers as determined by the Board of Directors. Those computers shall be available for use by any officer, member of the Board or program director who determines that such use is necessary. When used by any of the mentioned persons, they shall have the computer on a loan basis, and shall return it to the chapter office as soon as their particular project requiring use of the computer is completed. The computers must be checked out by signature through the senior office secretary.

Should any item of equipment become lost, stolen or damaged while being used outside the office, the person who had possession of the item may be required to personally pay for repair or replacement of that item. Such determination shall be made on a case-by-case basis by the Board of Directors.

Any equipment purchases over \$500.00 for the organization is to be capitalized & depreciated. Equipment purchased for less than \$500.00 is to be discarded as expendable.

Equipment Loan Policy

In the event an employee, staff member or contractor of Keystone Paralyzed Veterans Association ("KPVA") performs work at home or an alternate work site on a regular basis, office equipment or supplies of KPVA may be loaned to such person. This may include computers, fax machines, copiers or other office equipment ("Equipment"). This document provides KPVA's statement of policy related to such loans.

- The Equipment may not be transported as luggage on public transportation. The borrower will carry the Equipment with him or herself at all times. Laptops, digital cameras, etc. may be passed through X-ray machines.
- Equipment may not be left unattended in public areas.
- Stolen or lost Equipment is to be reported to KPVA as quickly as possible.
- The borrower will use the Equipment according to the manufacturer's specifications.
- The borrower is responsible to retrieve any data he or she has stored on the Equipment's storage media before returning the Equipment. To prepare the Equipment for the next person all storage media will be erased from the Equipment when returned.

Keystone PVA Operations Manual

- The borrower shall not alter any system, software or hardware configuration unless instructed to do so by KPVA.
- The borrower may not loan or give the Equipment to anyone else. Doing so will be considered misuse of the Equipment and a violation of this policy.
- The borrower will be responsible for the loss or repair of the Equipment due to negligence, abuse or misuse.
- Any Equipment borrowed pursuant to this policy remains the property of KPVA while on loan and must be returned promptly upon request by KPVA.
- Each piece of Equipment must be listed with its serial number when the borrower takes possession.
- The borrower must return the Equipment in the same condition in which it was originally received, minus normal wear and tear.

Supplies

As a general rule, office supplies shall be ordered by only one designated person, usually the Office Manager. All who require office supplies shall inform the Office Manager (or other designee) when the need arises for supplies required in performing their assigned duties and responsibilities.

As normal routine, supplies shall be ordered from the supplier on a weekly basis. Only in the event of an “administrative emergency” shall supplies be ordered more frequently.

Those who use office supplies shall not hoard those items. Generally, supplies shall be stored in a common supply cabinet where they can be obtained as needed by the chapter employees, officers, and volunteers. That storage cabinet shall remain locked at all times; the senior office secretary or other designated person shall have custody of the key.

Postal Procedures

Incoming Mail

The Office Manager shall open all incoming mail except that which might be marked “personal,” or “for the eyes of,” or any other restrictive marking on the outside of the parcel or envelope. Once opened, mail shall be stamped with a “received” date stamp and routed to the appropriate officer or program director. If there is any question about which individual should receive the mail, any officer or program director may make that determination. If the mail is addressed to a particular person by name, the mail shall be routed to them unopened.

Outgoing Mail

Only official chapter mail shall be posted through the Office Manager. Use of that or any other means of posting for personal mail will be cause for sanction.

Use of chapter vehicles

Use of chapter vehicles for personal purposes will be discouraged but permitted in emergency or other circumstances in which time is of the essence or other options are very limited. The Board may delegate the authority of who may use a chapter vehicle for personal purposes to the executive director. In the event such use is granted, qualified users shall be limited to staff or reliable ambulatory volunteers who have experience driving vehicles of similar sizes and types. User shall reimburse the chapter at a rate initially set at \$0.55/mile, and may be changed at any time by the Board of Directors. Such reimbursement may be in the form of payment by check within 10 days of use of the vehicle, or by the purchase of gasoline used to refuel the vehicle at a price equal to the miles driven multiplied by the reimbursement rate. For example, if the vehicle was driven 100 miles, the amount of gasoline purchased shall equal \$55.00. Receipts must be provided to the chapter.

Use of the chapter vehicles to transport members, staff, associates (such as PVA officers) or cargo (such as Easter bags or the mail) on chapter business is not regarded as personal use.

Correspondence/Communications

Authority

All officers, members of the Board of Directors, program directors and staff shall have the authority to correspond with individuals and entities outside the chapter and with PVA National Headquarters so long as the subject matter is within their area of responsibility, but they shall do so only in the most professional manner and not on a personal basis. If a question occurs, the Chapter President shall be consulted for permission.

Employees other than the Executive Director are not authorized to correspond officially with those individuals and entities outside the chapter, except within the normal and customary performance of their duties. Any communication prepared and sent by an employee other than those authorized may be cause for dismissal.

Internal

Internal correspondences are those notes, memoranda, letters, and other means of communications that are between officers and other volunteers within the chapter.

External

External communications are those which are completed by a member of Keystone PVA with a person or entity outside the chapter. Such external communications shall be professional in every way, shall be prepared on chapter letterhead, and, if there is any question as to the necessity for the communication, shall be approved in advance by the President or Executive Director.

Keystone PVA Operations Manual

No external communications shall be prepared outside the individual's direct program responsibilities and expertise. No external communications shall be made which might misrepresent the chapter or the national organization. When in doubt, permission shall be obtained from the Chapter President before sending such a communication.

As a member of the National PVA Board of Directors, the Chapter National Director shall have the authority to communicate with any national officer or other member of the National BOD and National Staff without prior approval of any member of the chapter leadership.

All national expense reports are to be approved by the National Director before being mailed to national with payment and a written report presented to the office within 10 days of return of trip. Member will not be in good standing if not complied with.

Electronic Communications

Electronic communications may be internal or external and include electronic mail and facsimile transmissions. The same policy shall apply to electronic communications as apply to written correspondence. Electronic communications shall be used only when there is a matter of particular urgency when regular mail is not sufficiently timely.

Contract Procedures

Keystone PVA has the authority to enter into any legal contract for services, goods or equipment as may be deemed necessary and appropriate for chapter operations. All such contracts shall be reviewed by corporate legal counsel and require the approval of the Board of Directors prior to commitment and shall be signed by the President.

The President may negotiate contracts or any other officer designated by the Board of Directors. If the chapter employs an executive director, he or she may negotiate contracts for office services and equipment but only upon approval by the Board of Directors.

Legal Matters

Corporate Counsel

The corporate legal counsel of Keystone PVA shall be an attorney-at-law who is licensed to practice law in the Commonwealth of Pennsylvania, but that person need not be in active practice, and shall be hired by the Chapter President after consultation with the Executive Committee. The corporate counsel may be a member of the Paralyzed Veterans of America, but shall not be an elected officer of Keystone PVA, nor shall he/she serve in any other paid or appointed position with the chapter.

Complaint Procedures

The following sets forth the policy and procedures to be followed by the Executive Committee in adjudicating complaints against individual members of Keystone PVA. These rules shall be construed to secure the just, speedy, and inexpensive determination of every proceeding while fully protecting the rights of all parties involved therein. Complaints need to follow the chain of command starting with the Executive Committee then the Board of Directors for a vote within a thirty (30) day period.

Complaints

Any individual member of Keystone PVA may bring a complaint against any individual Keystone PVA member for violation of the duties and obligations of PVA members as set out in PVA's Administrative Guide. Such complaints shall be submitted in writing to the Vice President and shall clearly describe the specific nature of the complaint, provide supporting data for the allegations made therein, and identify the name(s) of the individual(s) bringing the complaint. If the complaint is against the Vice President, the complaint shall be submitted to the Chapter President.

No Harassment Policy

Everyone is entitled to a work environment conducive to effective job performance. Verbal, physical or written communication that is reasonably viewed as offensive to the individual(s) involved is prohibited.

Keystone PVA expressly prohibits any form of unlawful harassment based on race, color, religion, sex, national origin, age, disability or status as a Vietnam-era or special disabled veteran. Improper interference with the ability of Keystone PVA's personnel to perform their expected job duties is not tolerated.

Keystone PVA prohibits unwelcome sexual advances, request for sexual favors and all other verbal or physical conduct of a sexual or otherwise offensive nature, especially where:

- Submission to such conduct is made either explicitly or implicitly a term or condition of employment;
- Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
- Such conduct has the purpose or effect of creating an intimidating, hostile or offensive working environment.

Any violation of the above stated prohibitions will be subject to disciplinary action, which may include termination of employment with Keystone PVA.

Keystone PVA prohibits any discriminating or retaliation against any individual for making a complaint of sexual harassment using the procedures described below. Individuals who engage in such retaliation will be subject to discipline, which may result in termination of employment.

Keystone PVA Operations Manual

An individual believing that he or she has been subject to any form of harassment should bring the matter to the immediate attention of the other person in an attempt to resolve the issue. If unsuccessful, or if in the individual's judgment such action would be futile, the Vice President or Secretary should be contacted immediately.

All Board of Directors and employees need to read and sign the Acknowledgment of Receipt and Understanding of Keystone PVA's No Harassment Policy which is available by contacting the Keystone PVA office.

Nondiscrimination Policy

Keystone Paralyzed Veterans of America is committed to the fair treatment of, and equal opportunity for, all individuals. Our chapter adheres to all applicable federal, state and local laws and regulations that prohibit discrimination in all respects. This commitment is reflected in Keystone Paralyzed Veterans of America's Code of Ethics, Standards of Conduct and Conflict of Interest Policy, as well as in its dealings with its members, employees, beneficiaries, and the public.

Duty of the Vice President and Secretary

The Vice President and Secretary shall review all complaints thoroughly, ensuring that they comply with submission requirements. After discussing the complaint with the submitted and with the individual(s) against whom the complaint is made, he/she shall then submit the complaint to the Executive Committee with a recommendation for that committee's action.

Authority of the Executive Committee

The Executive Committee shall investigate and take action on any formal complaint filed against the chapter or against an individual member. The Executive Committee shall have the authority to reprimand, suspend, expel, or take any other reasonable disciplinary action against any member found to have violated membership duties or obligations. The Executive Committee of Keystone PVA shall only have the authority to suspend or expel a person from membership in the chapter, not from National PVA. The findings and action of the Executive Committee shall be subject to review and approval by the Chapter Board of Directors.

Notice and Investigative Committee

Within ten (10) days following receipt of the complaint, the Executive Committee shall furnish by registered or certified mail a copy of the complaint to the member against whom the complaint was made and to the President of Keystone PVA. Within the same time period, the Executive Committee shall appoint an Investigative Committee composed of three members of Keystone PVA, none of whom shall be parties to the complaint. The Investigative Committee shall gather all facts pertinent to the complaint through review of documents and/or interview of persons, with knowledge of facts relevant to the complaint, and shall seek a response to the complaint from the member against whom the allegations are made. The Investigative Committee shall prepare a written report summarizing its findings and setting forth the evidence supporting those findings. This report shall be submitted to the Executive Committee within

Keystone PVA Operations Manual

thirty (30) days following appointment of the Investigative Committee. The Executive Committee may solicit additional information in order to clarify the report. The Executive Committee shall then take appropriate action based on the findings and on its authority to act.

Right of Appeal

Any person who has been the subject of disciplinary action in a formal complaint proceeding has the right to appeal such action to the Chapter Board of Directors.

Organization Memberships/Representation

It is desirable to provide PVA representation to other organizations, especially those that are for the benefit of veterans and the disability community. At every opportunity, Keystone PVA should attempt to be represented in those organizations and agencies involved in transportation, accessibility, advocacy, legislation, recreation, employment, health care, and other matters of concern to veterans and disabled persons.

Government Agencies

Active participation in government agencies will usually require an appointment by the Governor or some other government official in order to serve as a board, committee, or, commission member. Such appointments of Keystone PVA members should be sought at every opportunity and at every level of statewide government. It is imperative that applications and recommendations for appointment be in the best interests of Keystone PVA by ensuring that the best possible representation is provided. Consequently; no person shall serve or attempt to serve as an official Keystone PVA representative without the express written approval of the Chapter President, with approval by the Board of Directors.

Particularly appropriate government bodies for Keystone PVA representation would include, but not be limited to the following:

- Mass transportation agencies;
- Building/construction agencies;
- Veterans' affairs advisory committees;
- Boards who consider employment rights;
- Special event planning committees;
- Any other government body or agency where accessibility, civil rights, human rights and benefits for veterans and/or the disability community might be a matter of discussion or concern.

The Chapter Advocacy and Legislative Directors shall be active participants in efforts relative to pending new or revised legislation throughout every session of the Pennsylvania State Legislature. Likewise, Keystone PVA shall make every effort to keep itself informed and, when appropriate, be a vocal participant in similar matters at the county and local community levels throughout the state.

Veterans' Organizations

Keystone PVA shall endeavor to be a member in good standing at all times in the Pennsylvania State Veterans Commission. The Chapter President shall be the chapter representative and shall attend all meetings unless prevented by health. In the event the President cannot attend a scheduled or special meeting of the Veterans Association, the Vice President or National Director shall attend. Keystone PVA members are encouraged, when eligible, to be active participants in other veteran service organizations of their choice. When representation is requested at other such organizations and no member of Keystone PVA has been designated as a representative, the Chapter President shall be the official representative. The most viable representative in those organizations would be a PVA member who is also a member of the particular organization.

Disability Organizations

Keystone PVA should be represented (or at-least have a working relationship) with such local organizations as the Multiple Sclerosis Society, Cerebral Palsy Association, Easter Seal Society, American Association of Retired Persons & Independent Living Programs. If a Keystone PVA Member is eligible for membership in a specific organization; the most viable representation would result from such appointment. Otherwise, the President shall serve as the Keystone PVA representative when required.

Senior Clubs and Fraternal Organizations

When a Keystone PVA member is so inclined, they are encouraged to seek membership in such organizations as Rotary, Kiwanis, Elks, Lions, Moose, Eagles, and other such organizations. The President should certainly be encouraged to seek chapter representation when appropriate. Such involvement goes far in expanding awareness throughout the business community relative to the needs of disabled persons and the positive contributions which can be made by those who are disabled.

Political Organizations

Keystone PVA does not presume to suggest any member's political affiliations or voting preferences. However, it is strictly forbidden for Keystone PVA, as an organization, to financially or vocally support or endorse any candidate for election to any political office. No member of Keystone PVA shall make any statement, verbal or written, which could be misunderstood as support or opposition of any political candidate by the chapter. By the same token, it shall be expressly prohibited for any Keystone PVA member, as a chapter representative, to participate in any civil disobedience while participating in political events.

Payment of Dues

Payment of dues for individual involvement in any organization is the responsibility of the Keystone PVA member. However, if any chapter member is appointed to serve as a direct representative of Keystone PVA, the chapter will pay dues and initiation fees. Such payment of dues will actually constitute a chapter membership rather than individual membership in the organization. The chapter shall pay annual dues for participation in any coalition of organizations.

General

Any person who serves as a representative of Keystone PVA is the voice and the vote of the chapter. With that in mind, all representatives shall use caution to ensure that misrepresentation does not occur. Should there be any question relative to the chapter's vote or voice in matter of business being conducted, the Keystone PVA member(s) shall discuss the matter with the President and/or the Board of Directors of Keystone PVA. If time does not permit such discussion, the representative shall abstain from participation in that matter of business. In such a case, if the matter has important bearing on Keystone PVA and its membership, the chapter representative shall suggest that the item of business be tabled pending clarification. In any situation where personal opinion does not coincide with that of the Keystone PVA Board of Directors, the decision of the board shall prevail and shall serve to dictate the chapter's position. Misrepresentation by any member of Keystone PVA will result in sanction by the Chapter Board of Directors.

Attendance at Conventions and Seminars

It is imperative that Keystone PVA be represented at meetings, seminars, workshops, and conventions conducted by the Paralyzed Veterans of America and other organizations. Such representation is particularly important relative to the activities of organizations and agencies within the State of Pennsylvania who are involved in veterans' affairs and legislation/advocacy for the disabled.

Paralyzed Veterans of America Conventions, Board Meetings and Seminars

The PVA convention is conducted annually at locations, which are announced at least one year prior to the event. Attendance at the convention by the Chapter National Director is an absolute requirement in that he or she is the chapter's representative to the PVA National Board of Directors. Expenses for the National Director's attendance at the Annual Convention and the Mid-Winter Meeting of the Board of Directors are paid by the national organization and include aid/attendance expenses when such has been approved by the National President.

The national organization conducts various seminars and workshops, which are structured for the benefit of PVA chapters. When considered beneficial and appropriate, Keystone PVA should be represented at such events by the chapter officer or appointee whose responsibilities within the chapter are commensurate with the topic of the workshop or seminar. Such representation shall be the decision of the Board of Directors, to include selection of the person to attend. All expenses for such representation shall be paid by Keystone PVA, to include aid/attendance expenses when criteria for such have been complied with. At personal expense, chapter members are encouraged to attend all national organization conventions, seminars, and workshops when possible.

Conventions, Seminars and Events of Other Organizations

Only under special circumstances will Keystone PVA pay the expenses for attendance at conventions of organizations other than PVA. If the convention is held locally, Keystone PVA representation may be desirable or beneficial, and the Board of Directors will make such a decision. Obviously, attendance at personal expense is always encouraged especially at the conventions of other veterans' service organizations and of those organizations which are closely affiliated with advocacy, legislation, research, and other matters of concern for the paralyzed

Keystone PVA Operations Manual

community. Under no circumstances will a Keystone PVA member serve or attempt to serve as a vocal or voting representative of Keystone PVA without express approval of the Chapter President and/or the Board of Directors.

The same policy applies to other organizational seminars, workshops, and other events as that which is set forth for attendance at conventions of other organizations. Most local functions, which are for the benefit of veterans' and/or the disability community, are considered appropriate. Chapter officers and appointees will occasionally be asked to attend such events at chapter expense, but no fees or other expenses will be paid by Keystone PVA without prior approval. No person shall serve or attempt to serve as a vocal or voting representative of Keystone PVA without expressed approval of the Board of Directors.

Payment of Expenses

Payment of approved expenses for members of Keystone PVA to attend conventions, seminars and workshops shall be in accordance with the established procedures for travel expenses, to include advance payments. (See Section 10)

National Service Officer Attendance

The National Service Officer is an employee of the national organization of PVA and Keystone PVA has no control over attendance at any national or local event. It may be appropriate on occasion, however, to ask the National Service Officer to attend a local event as a representative of the Keystone Chapter. In such instances, unless otherwise specified by the national organization, Keystone PVA may pay all expenses associated with such attendance.

Public Relations

It is the responsibility of every officer, director, program director; and employee to ensure the good name of Keystone PVA. In that regard, all who represent the chapter in any media event shall use precaution when stating the position of Keystone PVA in any matter. Generally, chapter employees other than the executive director shall not participate in media events. When contacted by the media, the person taking the call shall notify the officer or program director that is best versed in the topic for which the media is making the inquiry. All news releases shall require approval by the Board of Directors.

Funeral Flower Donations

Keystone PVA will purchase flowers/plants for funeral viewing or make a donation to their charity for regular members, their parents; spouse, child, brother or sister.

Homeless Veterans

Keystone PVA will donate \$50.00 matching funds to the American Thrift Center for homeless veterans completing programming at the VA Pittsburgh Healthcare System. Funds will be used for the purchase of \$100.00 worth of household articles for independent living when funds are available.

Occupancy

The rental or lease of any property to provide space for Keystone PVA programs shall be approved in advance by the Board of Directors. In determining the adequacy of any such rental space, wheelchair accessibility to and from the property, as well as internal accessibility shall be the prevailing consideration. Aside from that, most obvious consideration will be whether the property provides adequate space to house the needs of the chapter. Such adequacy shall include office space and workspace to satisfy the needs for the particular program(s). The location of the Chapter office must be in close proximity of the local VA Medical Centers. Adequate parking for the number of paralyzed members who work at the facility must also be considered.

Upon approval of the Board of Directors, the chapter may purchase property which is adequate to house Keystone PVA programs. Any such decision shall be made only after prudent and responsible investigation of the property and the lending institution, with an eye to the future ability of the chapter to maintain a long-term mortgage. Such approval of any particular facility shall require a two-thirds vote of the board.

Chapter owned or leased property shall not be used for any personal endeavor by any member, officer, or employee of Keystone PVA.

Reports

Internal Reports. Each chapter officer and program director shall present a report to the Board of Directors at their monthly meetings. Those reports shall be in the form of an update on their activities on behalf of the chapter and its members. Aside from that each program director shall submit input for the Chapter Annual Report and, when requested, shall provide input for the chapter newsletter. Employees shall also be required to submit reports on their particular area of responsibility when required by the President, the Executive Director, or the Board of Directors.

External Reports. There are certain periodic reports required of each chapter by National PVA. The President and the Executive Director shall be familiar with those requirements and shall insure that all reports are submitted by the report deadlines. Any request for extension of time in submitting those reports shall be only upon approval of the Board of Directors.

National Expense Reports. All national expense reports are to be approved by the National Director before being mailed to national with payment and a written report presented to the office within 10 days of return of trip. Member will not be in good standing if not complied with.

Chapter Library

The chapter library may consist of a variety of media, including printed material audio recordings, video recordings, photographs, slides, and any other which might be considered to be reference material. The library shall be maintained inside the chapter office spaces and shall have limited accessibility.

Any library and reference materials removed from the office shall be checked out. Any person who checks out chapter reference materials shall be limited to two weeks at a time. Only under unusual circumstances shall they be permitted to renew the return date.

Any person who checks out chapter reference and library materials shall be held accountable for that material. If lost or destroyed the individual who was responsible for the materials shall be required to reimburse the chapter for the monetary value of those materials.

Due to the fact that others may need to use them, chapter officers or program directors who remove reference materials from the office shall return them as soon as possible. All such materials shall be checked in and out of the chapter office.

Keystone PVA Operations Manual
Section 5 - Financial Policies and Procedures

Treasurer Responsibilities

The Chapter Treasurer shall be the Chief Financial Officer of Keystone PVA. Direct responsibilities shall include, but not necessarily be limited to:

- Receive and receipt for all monies belonging to the chapter;
- Shall maintain checking and other bank accounts as may be determined by the Board of Directors;
- Cash/checks are to be deposited at least weekly by the Treasurer or designated individual;
- Review the bank statements and canceled checks;
- Review and initial the bank reconciliation upon completion;
- Make disbursements and investments of chapter funds in accordance with the regulations and policies established by the Board of Directors;
- Supervise the maintenance of all chapter accounting records;
- Perform the duties of the Accounting Clerk when position is vacant.
- Supervise preparation of the Chapter Annual Budget;
- Make recommendations to the Board of Directors relative to financial matters;
- Render financial reports to monthly meetings of the Board of Directors;
- Render assistance to the auditing firm which conducts the annual Chapter Independent Audit;
- Supervise monthly reconciliation of chapter financial records;
- Shall recommend any auditing firm for approval by the Board of Directors;
- Shall chair the Chapter Financial Committee when one exists;
- Maintain back-up financial data disks at his/her residence.

Budget

The chapter shall operate with an annual budget that is approved by the National Office. The budget shall be prepared by the Chapter Treasurer and shall indicate the financial expenditures authorized for the applicable year. Under no circumstances shall expenditures exceed income for any single year unless authorized by the Board of Directors from unrestricted equity.

Input Procedures

Each officer, program director, and employee shall be involved in budget preparation by submitting the monetary requirements for their area of responsibility during the year for which the budget is being formulated. Under no circumstances shall any individual determine the requirements for any program without input from the person who is responsible for that program. In the event of disagreement on the amount of a program budget, the Board of Directors shall resolve the issue.

Approval by the Board of Directors

Prior to submission for National PVA approval, the Chapter Board of Directors shall approve the chapter budget. Any change made by the BOD to the budget submitted by a program director shall require a two-thirds vote of the board.

Submission to National PVA

The Chapter Treasurer shall be responsible for completion of the formulation and approval process of the Annual Budget in order that it will be submitted for National PVA prior to the deadline for submission. The budget shall not be officially adopted until approval is received from PVA National Headquarters.

Budget Management

It shall be the responsibility of each program director and supervisor to ensure that their expenses do not exceed the amount authorized in the annual budget. The Executive Committee is to agree unanimously on all purchases (check, cash or credit card) between \$100.00 and \$500.00. If an agreement can not be reached, the issue is referred to the board. The board must vote on all purchases over \$500.00.

Program Allocation Procedures

Each program director shall submit their financial requirements for inclusion in the Annual Budget. Normal day-to-day indirect expenses in the operation of the chapter office (i.e., occupancy expense and utilities) shall be applied to all programs on an equal basis without regard for the direct expenses of that program. Associate and Affiliate members are to be billed each October for annual dues.

Audits

Annual Independent Audit.

As required by National PVA, an annual independent audit shall be conducted of all chapter financial matters. That audit shall be completed and submitted to National PVA on or before the established submission deadline. The Chapter Treasurer shall be responsible for completion of the annual audit.

Other Audits

An audit of the financial matters of any chapter program or chapter event/function may be conducted at any time designated by the Board of Directors. The Chapter Treasurer shall make recommendation for such audits to the board.

Financial document signing authority

The Board authorizes the four elected corporate officers – president, vice president, secretary and treasurer – to sign checks disbursing funds from any Keystone PVA-owned account. All checks shall be signed by two officers, and the Board prefers that one signature is that of the treasurer.

All other documents authorizing the creation, closing or modification of financial accounts or transfer or payment of funds shall be signed by the corporate officers with a strong preference for the signature of the treasurer, whether one or more signatures is required. Should a witness signature be required, the Board authorizes any member of the Board or the executive director to sign, with a preference for the executive director.

Keystone PVA Operations Manual

Original handwritten signatures shall be applied to all financial documents when a signature is required. Rubber stamps, electronic signatures, or any other substitute shall be prohibited.

Keystone PVA Investment Policy

Keystone PVA shall be substantially guided by but not bound to the PVA Investment Policy contained in the PVA Administrative Manual. The following shall be policy guidelines specific to Keystone PVA:

- Keystone PVA's reserve funds shall be sufficient to operate the chapter for no fewer than three years without income based on the average budget of the most recent three years plus ten (10) percent.
- Keystone PVA shall maintain between 40 and 60 percent of its liquid assets in actively-managed investments through one or more reputable, well-known investment firms unless total assets fall below \$250,000, at which time, the chapter may invest less than that percentage.
- The investment strategy shall be balanced, that is, not biased for either growth (higher risk) or for the short-term (e.g., cash or cash equivalents).
- The balance of liquid assets shall be kept in certificates of deposit or money market funds, with a preference for that which has the best rate of return.
- Each investment firm shall be invited to meet with the Keystone PVA Board of Directors annually, and shall provide a report of the condition of Keystone PVA's investments at least quarterly.
- Changes in the investment status of financial instruments shall be approved only by the Board of Directors. If such approval is not sought at a convened meeting of the Board of Directors, the Keystone PVA Treasurer shall notify the President and/or Vice President of Keystone PVA of the need for action, and the Treasurer shall poll the Board by telephone and/or e-mail.

Credit Account Policies and Procedures

The chapter may maintain credit accounts with those businesses that provide supplies and services to Keystone PVA. The Board of Directors shall determine who is authorized to utilize those credit accounts, and such authorization shall be limited to as few personnel as practical. All credit account invoices shall be paid in a timely and prudent manner, and shall be paid in full each month.

Bank credit cards

The chapter shall have no more than four bank credit cards in the names of three officers and the executive director. The bank credit cards in the names of the officers shall be kept in a lockable storage place in the office until the respective officer requires its use for the payment of approved chapter expenses, usually travel related. The executive director may carry the credit card in his name. Any of the bank credit cards may be used with the approval of any officer and the executive director to pay for routine or emergency expenses.

Store credit cards

The chapter may have any number of store credit cards, which may be carried by the executive director or volunteer officer as needed for chapter business.

Debit cards

The chapter may have up to three debit cards, a.k.a. bank check cards issued by the chapter's primary financial institution, usually in the names of the treasurer, the volunteer coordinator, and the executive director. The debit card assigned to the treasurer shall be kept in a lockable storage place in the office until the treasurer requires its use for the payment of approved chapter.

Keystone PVA Operations Manual

The debit cards shall have a \$2,500 limit for the purchase of goods and/or services and a \$500.00 limit for cash withdrawal.

All receipts generated by use of any of the cards shall be promptly placed in the appropriate treasurer's file folder. Cards kept in the office must be signed out and returned immediately after use. Under no circumstances shall any person use a chapter corporate credit card or debit card for personal expenditures, even with the intention to reimburse the chapter. All credit card monthly statements shall be reviewed by the staff bookkeeper and the chapter treasurer.

Payment of Bills

All Volunteer Expense Vouchers must be submitted to the Chapter office by the 7th of the following month. When the office is closed on the 7th, Expense Vouchers are due on the next business day. Payment of expenses will be at the end of the month. All other bills will be paid on the 15th and the last day of the month. No other checks will be written during the month without the approval of the Executive Committee..

Reports

The Chapter treasurer shall oversee the preparation of any and all reports that are required by the National Office of PVA or by the Chapter Board of Directors. All such reports shall be prepared and submitted no later than ten (10) days following activity/event. Any request for extension in the deadline for submission of a chapter report to National PVA shall be approved in advance by the Board of Directors.

Frugality/Austerity Plan

All persons who obligate or use chapter funds shall do so prudently and responsibly. In every instance, expenses shall be limited to only those which are necessary for the function of any chapter program or event.

Payroll Procedures

Employee payroll procedures can be found in Section 7, Personnel Policies and Procedures of this manual.

Overtime Policy

Overtime policy for chapter employees can be found in Section 7, Personnel Policies and Procedures of this manual.

Section 6 - Development/Fund Raising

Policy

Keystone PVA shall make every effort to maintain a successful program for fund raising (development). Such a program may include any number of viable and legal profitable endeavors. As required by PVA National Headquarters, no fund raising effort shall be initiated prior to approval by the Chapter Board of Directors and by the National Office.

Telemarketing Program

If the Chapter Board of Directors has approved a telemarketing program which is to be conducted by an outside private contractor, that program shall be in compliance with a regulation promulgated at the federal and state levels, may include the sale of any merchandise.

Unrestricted Contributions

Unrestricted contributions are those which we not designated for a particular use by the donor. Such contributions may include money, property, medical equipment, or any other item of value. When the donor does not restrict the use of their contribution, the proceeds may be utilized within the programs where funds are needed.

Restricted Contributions

Restricted contributions are those in which the donor has designated the way in which they wish the contribution to be used. As an example, a donor may wish that the contribution be used only in a certain chapter program, shall only be used in SCI research, shall be used for a scholarship program etc. In such instances, the board is required to insure that restricted contributions are used only in the way that is designated by the donor.

In-Kind Contributions

In-kind contributions are the donation of goods and/or services for use by the chapter. Such contributions might include office equipment, repair of that equipment, advertising space in a circular, advertising space on a transit bus or bus bench, air time on television or radio, etc. A monetary value can usually be placed on in-kind contributions and, when required, the donor shall be given a receipt for their donation.

Other in-kind contributions might include goods or services that are donated in support of a particular chapter program or activity. Examples would be food or other supplies for the chapter picnic or banquet, prizes for a sports event, etc. In most instances, these types of contributions will be restricted and may be used only for the purpose donated. When program directors receive such an in-kind contribution, they shall keep the Chapter Treasurer informed.

Grant Procedures

When the chapter employs an executive director, one of that position's major responsibilities shall be preparation and submission of grant proposals. When the chapter does not employ an executive director, the Treasurer and Development Director shall have that responsibility.

Submission of grant requests (or proposals) shall be professional and logical. If approved by the grantor, any funds or materials received through the grant shall be used only as may be designated by that donor.

The chapter may request any officer or program director that learns of a grant to inform the Treasurer and the Development Director. Grant proposals shall be prepared only by the executive director (if employed by the chapter), and/or the Director of Development.

Product Sales

When approved by the Board of Directors, the chapter may engage in the sale of products. Any products offered for sale by Keystone PVA shall, however, be limited to those items which are of particular benefit to disabled persons and/or veterans (i.e., wheelchair drink holders, reaches, wheelchair pouches, etc.).

When approved by the board, the inventory of those products shall be limited to a number that can be sold or liquidated within the period of one month.

Any products offered for sale by the chapter shall be of the highest quality available.

Individual Program Fund Raising

From time to time it will be feasible to conduct a fund raising or in-kind contribution effort for a particular program or event. An example would be a chapter bass tournament wherein contributions are solicited for that event, in the form of cash and/or fishing supplies, prizes, and the use of bass fishing boats. All such fund raising efforts shall have the approval of the Board of Directors. However, if an individual contacts a program director and wishes to contribute, board approval will not be required before the gift can be accepted.

Section 7 - Personnel Policies and Procedures

Chapter Office Staff

The office staff may consist of the Executive Director, Office Manager and the number of full-time and/or part-time secretaries and/or clerks as are deemed necessary to accomplish administrative demands. Upon recommendation of the President or the Executive Director, the Chapter Board of Directors shall approve all expansion or reduction of office staff.

Office Hours

Regular office hours for Keystone PVA shall be Monday through Friday, 8:00 a.m. to 4:00 p.m. with a one half-hour lunch period. Unless otherwise specified, all chapter full-time employees are required to work during those hours, for a total of 40 hours per week. Thirty-two (32) hours per week shall be considered full-time for employee benefits. Employees are required to inform the President or the Executive Director any time they are to be away from the office during normal work hours.

All employees are required to call in when they will be late or absent from work. Tardiness will be deducted in 15-minute increments, unless excused by the President or the Executive Director or unless annual leave or sick leave is to be used for the absence.

Unexcused absence or tardiness four times in any twelve month period may be cause for consideration for involuntary termination.

Unexcused tardiness or absence without justification will be dealt with as follows:

1. A verbal warning;
2. A written warning;
3. If employees do not correct the problem after a written warning, an employee shall be subject to probation, suspension, or termination.

All employees are required to maintain an Employee Hours Form to record hours worked during each month.

Inclement Weather

You are advised to check your local radio/TV stations for local weather conditions. If there are school or government closings, you should call your immediate supervisor, or the office to determine whether the office is open or closed. If weather conditions cause the delay of opening the office for more than three hours then the chapter office will be closed for the entire day without pay. If you are at the office and your supervisor closes the office you will be paid for the entire day worked. If you show up, you will be paid a minimum of four (4) hours.

Overtime Policy

Normal work hours are defined as seven and one half (7.5) hours per day plus 1/2 hour paid lunch equaling an 8 hour day, for a total of forty (40) hours per week. Straight time (the hourly rate) for work performed is authorized for up to thirty-seven and one half (37.5) hours per week. Overtime pay for work exceeding forty (40) hours per week will not be authorized without prior approval of the President or Executive Director. Once authorized, chapter employees will be paid at the rate of one-and-a-half times their hourly rate for work exceeding forty (40) hours in any given work week. Employees will inform the President or the Executive Director when there is a need to work overtime, and a record of hours worked will be recorded by the employee, using a Keystone PVA Employee Time Card.

- Overtime will be strictly supervised and will be authorized only when absolutely necessary.
- Paid holidays will be counted as hours worked in computing weekly overtime. No absences will be counted as hours worked in computing overtime pay.
- Overtime work which exceeds the hours in a regular work day will not be counted for overtime pay unless the total hours worked in anyone work week exceed forty (40) hours.

Unless unusual circumstances dictate and unless approved by the Board of Directors, part-time employees are not eligible to accrue overtime pay or compensatory time.

Employee Benefits

All full-time employees are eligible for the following benefits through the Keystone PVA's group plans. Part-time employees are not eligible.

Health Insurance: Keystone PVA will pay 100% of the premium for full-time employees up to a monthly amount to be set annually as part of the budget process, but no later than 30 September each year. Each employee shall pay 50% of the premium that exceeds that amount. Employees may opt out of health insurance premiums paid by the chapter, but Keystone PVA is not bound to offset the putative cost of health insurance with other forms of compensation. This benefit is subject to changes determined by law, PVA policy, or Keystone PVA budget considerations.

Term Life: Keystone PVA also provides a \$10,000.00 Term Life Accidental Death and Dismemberment Insurance Program through National PVA.

401K Incentive Savings Plan: Keystone PVA employees are eligible to participate in the chapter 401K retirement plan after six months of service. Eligible employees can defer from 0% to 96% of their gross salary with pre-tax dollars. The Keystone PVA chapter will match up to 3% of an employee's gross salary. *Updated 4/21/05*

Employee Bonuses

The Board of Directors shall approve all Christmas bonuses, and such approval shall be determined by the employee's work performance.

Full-time employees shall be eligible to receive bonuses on extraordinary work performance at the discretion of the Board of Directors and upon recommendation by the President or Executive Director.

Paid Holidays

Keystone PVA observes the holidays officially designated by the national PVA office.

Special consideration may be given for specific religious holidays on an individual basis. Requests for such consideration shall be submitted to the Executive Director or the Chapter President.

If a full-time employee is required to work during a recognized holiday, they shall be-eligible to receive pay at double their computed hourly rate of pay. Such work on a recognized holiday must be approved in advance by the Board of Directors, and shall be justified by the Executive Director or President. If a holiday falls on a Saturday, the office will be closed on Friday with pay. If a holiday falls on a Sunday, the office will be closed on Monday with pay. Employee is to work the day before and the day after a holiday in order to be paid for the holiday.

Annual Leave

Paid leave, a.k.a. vacation time, is paid time off for any personal use of the employee's choice. It is earned each year of employment and it is measured by and used in whole hours. It is not the same as unpaid leave, sick leave, or, bereavement leave. Eight (8) hours paid leave is the equivalent of a day's paid leave. Employees are encouraged to take full days, multiple days, and when practical, whole weeks of paid leave at one time. However, half days (four hours) of paid leave, requested with sufficient notice, will be granted at the discretion of the employee's supervisor. For the purposes of paid leave, each year of employment shall be measured from the employee's date of hire.

- ▶ Employees are not eligible to take any paid leave during his/her first year of employment.
- ▶ Employees earn 40 hours of paid leave in the second and third years of employment, and are eligible to use the earned paid leave after the end of each of those years.
- ▶ Employees earn 80 hours of paid leave in the fourth through seventh years of employment, and are eligible to use the earned paid leave after the end of those years.
- ▶ Employees earn 120 hours of paid leave in the eighth and subsequent years of employment, and are eligible to use the earned paid leave after the end of those years.

Each year an employee may carry over up to 80 hours of paid leave in addition to the hours earned for the year most recently ended. Paid leave hours unused in excess of 80 hours will expire at the end of each year of employment. Except at termination of employment, the chapter will not redeem any unused paid leave for wages, salary, or other financial consideration.

Generally, annual leave in excess of that accrued may not be advanced to any employee. Those who do not have the necessary accrued annual leave to cover the vacation hours requested may apply for leave without pay. Approval of leave without pay shall not exceed five days without prior approval of the Board of Directors. In no case shall any employee be granted leave without pay in excess of ten days.

Keystone PVA Operations Manual

The President or Executive Director may approve annual leave advances only when the employee is expected to accrue the required annual leave hours within 90 days following the end of the vacation time requested. For example, if an employee wishes to take a one-week vacation which ends on September 30, that employee's anniversary date or date of accrual must arrive during the next 90 days in order for the request to be approved. If it does not, the procedures set forth under leave without pay shall be followed.

Only accrued annual leave may be used for leave periods. Accrued sick leave may not be used in connection with annual leave periods. Regular time off will be charged to an employee's annual leave in one-hour increments only.

Bereavement Leave

Employees bereaved by the death of an immediate family member shall be granted time off from work without loss of pay. All full-time employees are covered by this policy, beginning with their first full day of employment. A maximum of five (5) working days per death with pay for bereavement purposes shall be authorized without being charged for accrued leave. Bereavement leave will include only leave for a death in the immediate family. All absences for other than this purpose will be deducted from accrued annual leave or sick leave. Immediate family is defined as parents, legal guardians, spouse, siblings, children, stepchild or significant other that had been living in the employee's household on a regular basis. Any family member not mentioned above, one day off with pay shall be granted. Time would not be against the employee under the bereavement leave policy in an instance where an employee would take time to attend burial services (or a deceased active member of Keystone PVA when honors are paid by the chapter members and office).

Sick Leave

Keystone PVA will provide paid sick leave for full-time employees in order to protect them from undue financial loss in the event of an illness lasting several days or longer. Female and male employees are eligible for a maternity leave of absence in accordance with sick leave policies.

Full-time employees shall accrue sick leave at the rate of eight (8) hours for each-calendar month of employment. There shall be a limit of 240 hours of sick time accrued prior to the anniversary date of the employee's hiring. Any time accrued in excess of 240 hours on the anniversary date shall be cancelled for purposes of use by the employee or conversion to cash at the time of employment termination.

Part-time employees shall not accrue sick leave.

Employees are required to call in if they will be absent for illness or injury, or if they have scheduled medical care appointments. A physician's certification will be required of any employee who is absent for three consecutive work days or more, or who is absent for two or more consecutive business days immediately proceeding or following a weekend or paid holiday. The physician's statement shall be placed in the Employee file.

Employees who have exhausted their accrued sick leave may then use accrued annual leave for sick leave purposes. The Treasurer shall monitor Employee Hours Reports and make adjustments to those reports and to the employee's pay as necessary to ensure compliance with the sick leave policy.

Keystone PVA Operations Manual

An employee who is unable to return to work upon depletion of their accrued leave (sick leave plus annual leave) will be required to request an extended leave of absence due to medical reasons. Failure to apply for a leave of absence for extended illness may result in automatic termination.

Pay Periods

Salaries of all employees shall be paid every two (2) weeks. Salaries will be paid by check or direct deposit and will include payment for hours worked during the previous two (2) weeks. All regular pay periods will include deductions for federal, state, and local taxes, as well as Social Security deductions. If the payday lands on a holiday, payday shall be held on the preceding day.

Performance Evaluation and Review

All employees of Keystone PVA will periodically have their performance evaluated by the President and the Executive Director and/or immediate supervisor. Salary increases, bonuses, promotions and terminations will be predicated in large part on these reviews. Those evaluations will be conducted in order to accomplish the following:

- Improve job performance;
- Guide decisions for making promotions;
- Determine salary adjustments;
- Identify training needs;
- Improve morale and strengthen relationships;
- Earmark candidates for management development.

Each employee (full-time and part-time) will be evaluated by their immediate supervisor, the President and/or the Executive Director every twelve months on the anniversary of the day of employment with Keystone PVA. These evaluations will be submitted to the Board of Directors for review and comment. The Executive Director will make the final determination of the performance of the employee and shall take such action as is merited by that performance

The President shall complete a written evaluation of the Executive Director on a semi-annual basis and shall use that evaluation in making recommendations to the Board of Directors for pay increases, bonuses, or other administrative action.

All new employees will be classified as probationary employees during the first 90 days of employment. At the end of that 90 day probationary period, a performance evaluation will be completed by their immediate supervisor, the President and/or the Executive Director, who will make necessary determinations merited by the performance and shall take such action as may be indicated. .

Regular employees who have been placed on probation as a disciplinary matter will be evaluated and reviewed as the circumstances of their individual case warrants.

Evaluation Schedule

The President and/or Executive Director will rate the employee's performance and ability. It must be determined whether the employee will successfully complete the probationary period and be advanced to regular employee status. New employees' salaries may be reviewed upon successful completion of their probationary period.

If the employee's performance is rated average or better, the President or Executive Director will recommend the employee for advancement to regular employment status. If the employee's evaluation indicates weaknesses that must be corrected and/or improved, the President or Executive Director may recommend an extension of the probationary period from one to three months. An extension of the probationary period will be limited and restricted to extraordinary situations. This decision will rest solely with the Board of Directors. If the employee's overall performance is rated unsatisfactory, the President or Executive Director will recommend that the employee be terminated from the organization.

The performance and current salaries of all part-time and full-time employees will be reviewed annually, with warranted salary adjustments effective on the first day of the following month. Employees whose overall performance is rated unsatisfactory or below average will not receive any consideration for a salary adjustment. Another performance review shall be conducted in not later than six months to provide the employee an opportunity to improve his or her performance.

Unscheduled Evaluations

Where appropriate an employee's performance may be evaluated at any time prior to the scheduled annual evaluation date.

Performance Review and Evaluation Guidelines

The President or Executive Director will be responsible for conducting employee reviews. In some cases it might be advisable that a second person also rate the employee's performance.

The review shall consist of two parts: a written evaluation and a discussion of that evaluation with the employee. All information on the form should be printed or written legibly in black ink for copying purposes. No person outside the supervisory chain shall have access to a completed employee evaluation.

The President or Executive Director should evaluate each employee in terms of the actual requirement of the position, which are based upon the position description and work standards. The focus of the review is on the employee's performance during the period specified on the evaluation form. The President or Executive Director should not be influenced by previous ratings. Try to call to mind instances that are typical or characteristic of an employee's performance during the entire rating period. Do not be overly influenced by either isolated or recent events.

Keystone PVA Operations Manual

The evaluation procedure is to serve as an opportunity to offer the employee advice and counsel regarding the strengths and weaknesses of the employee's performance. It should be neither a mere display of appreciation for good work done nor an opportunity to reprimand the employee for poor performance.

Definitions of the rating factors or levels of performance (unsatisfactory, below average, average, above average, and outstanding) are spelled out on the first page of the evaluation form all unsatisfactory and outstanding ratings must be supported by appropriate commentary on the form.

The evaluation will judge employees on a number of traits effecting job performance:

- Job knowledge;
- Work quality;
- Work quantity;
- Responsibility and independence;
- Working relationships;
- Judgment and problem solving;
- Adaptability and creativity.

These traits will be further detailed on the evaluation form so that the evaluator will know just what to take into consideration when judging an employee on a particular trait.

All of the above traits may be considered of equal value and the average obtained by adding the employee's ratings on all traits and dividing by the number of traits evaluated. This average will become the employee's "Overall Performance Rating."

Performance Review Interview with the Employee

Employees generally want to know how they are doing and where they stand. Accordingly, within a one week period following the receipt of the approved evaluation from the Board of Directors, the Executive Director must discuss the evaluation with the employee. You should ask the employee to sign and date the form indicating that the discussion has been held and file a copy in the employee's private personnel file.

If an employee is dissatisfied with an evaluation or with a specific criticism or complaint, he or she should be given an opportunity to present his or her case using the space provided on the rating form. An evaluator's failure to follow up in such cases can have damaging effects on employee morale.

The purposes of discussing performance evaluations with the employees are:

- To recognize and give credit for accomplishment;
- To encourage improvement where needed;
- Where appropriate, to put an employee on notice that immediate improvement is needed;
- To set future goals for the employee to attain in the next period.
- The President or Executive Director should evaluate each employee in terms of the actual requirement of the position, which are based upon the position description and work standards.
- The focus of the review is on the employee's performance during the period specified on the evaluation form. The President or Executive Director should not be influenced by previous ratings. Try to call to mind instances that are typical or characteristic of an employee's performance during the entire rating period. Do not be overly influenced by either isolated or recent events.

Keystone PVA Operations Manual

Here are a few points to keep in mind in planning and conducting the interview:

- Allot adequate time for the meeting and make advance arrangements so that the interview will not be interrupted by phone calls or visitors;
- Tell the employee in advance about the interview to give the individual a chance to prepare for the discussion;
- Refresh your memory before the interview by reviewing the employee's evaluation. Jot down actual instances of good and/or poor performance;
- At the start of the interview you should,
 1. talk about the good points first by mentioning specific instances of good performance that have been observed;
 2. review weaknesses constructively to avoid resentment and defensiveness;
- Be specific when discussing aspects of performance needing improvement and include a suggestion on what the employee should do in order to improve;
- Summarize and develop goals for improvement.

Salary and Wage Administration

Salary adjustments, promotions, and continued employment with Keystone PVA are based upon length of service, past performance, dependability, attitude, and cooperation. The following types of adjustments indicate the reason and eligibility for an adjustment in an employee's rate of pay:

Budget permitting, an increase will be considered for each regular employee annually, after a qualifying period, and whose performance is average or better with no relationship to individual differences. To qualify, an employee who has attained a minimum of one year of service on or before September 30 of the current year will receive 100 percent of the prevailing cost of living allowance. Cost of Living raise shall be included on the December agenda yearly.

Merit Increases. A dollar amount given to recognize meritorious work performance.

Promotion. An increase given at the time that the employee is promoted to a higher rated position with its higher salary scale.

Special Bonuses. A dollar amount given to recognize and emphasize a single exceptional contribution or achievement, or especially outstanding performance exhibited over a period of time.

Separation Policy

It is the organization's intent to provide continuous employment to all salaried employees. However, conditions may arise which necessitate the dismissal of an employee or decrease in working force.

Definitions

Resignation. Resignation is a voluntary, permanent separation initiated by the employee.

Release. Release is a permanent separation initiated by the organization due to lack of work or the employee's inability to perform satisfactorily the duties of his or her position. Among other things, lack of work may occur as a result of reorganization, etc,

Termination. Termination is permanent separation for cause initiated by the organization.

Salary. Salary, as used in this policy, is the weekly or hourly rate and does not include overtime, bonuses, or other premium pay.

Separation

Voluntary Separation. An employee who resigns voluntarily is required to give written notice of resignation to the President or Executive Director at least ten working days prior to the employee's last day of employment, stating the last day of employment and the reason(s) for resignation. The employee must fulfill the normal duty schedule during the period in which final notice is given. The ten working day period begins with the date of receipt by the organization. In all cases, the President or Executive Director will acknowledge in writing receipt of the employee's written notice of resignation.

Employees may be given two weeks' severance pay at the discretion of the Board of Directors. Failure to give required written notice will result in loss of ALL severance benefits.

Involuntary Separation. Notice of involuntary release and separation must have the concurrence of the Board of Directors. The President or the Executive Director indicating the reason will provide a letter. A copy of the separation letter will be retained in the individual's personnel file. An employee may appeal an involuntary separation only to the Board of Directors. Employees may be given two weeks' severance pay at the discretion of the Board of Directors.

Employee Business Travel

Keystone PVA will reimburse all employees for travel expenses incurred while performing approved travel in conducting chapter business. Approval for such reimbursement shall be obtained in advance of the travel and shall be approved by the President and/or Executive Director. Travel expenses for the Executive Director shall be approved in advance by the President or Vice President.

Travel time shall begin when the employee leaves the point of departure and will end when he or she returns to the point of origin.

Authorized local travel expenses will be reimbursable when a privately owned vehicle (POV) or commercial carrier is used. The reimbursable rate for private auto mileage shall be as determined by the Board of Directors. The actual cost of commercial transportation shall be reimbursable.

Keystone PVA Operations Manual

Travel time shall begin when the employee leaves the point of departure and will end when he or she returns to the point of origin.

Authorized local travel expenses will be reimbursable when a privately owned vehicle (POV) or commercial carrier is used. The reimbursable rate for private auto mileage shall be as determined by the Board of Directors. The actual cost of commercial transportation shall be reimbursable.

Out-of-town mileage expenses shall incur from the point of departure and return thereto. Additional mileage incurred on any variation from the direct route of the business itinerary is not reimbursable unless that variation of itinerary was integral to the business travel.

The amount of reimbursement for air transportation shall be limited to round trip coach airfare, plus POV mile or commercial transportation fare to and from the airport at the point of departure and at the location of business. The point of departure may be the employee's residence or the chapter office, to be determined by the President or Executive Director.

Any use of rental cars for business purposes must have prior approval and, if approved, will be considered a reimbursable expense. Parking fees and tolls incurred during business travel shall be reimbursable, to include airport parking for a reasonable period of time.

The amount reimbursable to employees for actual business-related expenses incurred while at the place of business or in route will be reasonable expenses as determined by the Board of Directors.

The following shall be considered reimbursable expenses - cost of travel, lodging, meals, tips, business telephone calls, cab or bus fares, rental car fees, and POV mileage. Requests for reimbursement of any other expenses must be submitted for approval by the Board of Directors.

Requests for reimbursement of travel expenses must be submitted to the Chapter Treasurer using the Keystone PVA Expense Report Form. Appropriate receipts and/or travel vouchers shall be attached to the expense report, indicating the cost of business-related expenses.

All reimbursable expenses shall be documented when possible. If one is unable to obtain a receipt for any expense the Expense Report shall include an explanation to that effect. The Board of Directors must approve any exception to this business travel policy.

Employee Communications

Employees will not, in their employed capacity, express their opinions either verbally or in writing to members of Congress or the Pennsylvania Legislature, or to any other government officials, organization, or agencies when such an opinion is in conflict with policies of Keystone PVA or when it would be detrimental to a group of persons of whom PV A is to serve.

Furthermore, the use of Keystone PVA stationery and employee titles or the inference that Keystone PVA supports such a statement as mentioned above is expressly prohibited. Employees who violate this policy will have their employment with Keystone PVA terminated.

Employees not involved in the preparation of policies or procedures should avoid commentary on them and should minimize attempts at explanation lest the person receiving this information mistakenly regard such commentary or explanation as authorization to carry out actions related to those policies or procedures. Employees are strongly advised to refer such inquiries to the individual within the organization who is in charge of the relevant program, policy or procedure, or to the appropriate official document.

Employment of Relatives

The hiring of employees who are closely related can create actual or perceived conflicts of interest. Keystone PVA will not hire relatives of employees. For the purpose of this policy, “relative” is defined as a spouse, child, parent, sibling, grandparent, grandchild, aunt, uncle, first cousin or corresponding in-law or step relation.

Equal Employment Opportunities

As a Congressionally chartered corporation under Public Law 92-93, Keystone PVA provides equal employment opportunity to all employees and applicants without regard to race, color, religion, sex, national origin, age or disability in accordance with applicable federal laws governing nondiscrimination in employment. This policy applies to all terms and conditions of employment, including but not limited to hiring, placement, promotion, termination, layoff, recall, leaves of absence, compensation, and training.

As a veterans’ service organization, it is Keystone PVA’s policy to give employment preference to the organization’s members, veterans and other disabled individuals if they are equally qualified.

Drug Free Workplace

As a Congressionally chartered corporation under Public Law 92-93, Keystone PVA follows the Drug Free Workplace Act of 1988.

Volunteers

When considered practical by the President, the Executive Director, and by the Board of Directors, volunteers may be utilized to fill positions on the Chapter Office Staff. The selection of those volunteers should be done with the best interests of the chapter in mind, and the volunteers should meet the job description requirements for the position to be filled.

When volunteers are recruited to fill staff positions, those volunteers shall not inure any of the benefits associated with actual all or part-time employment. Volunteers may be reimbursed for actual personal expenses incurred while performing appointed duties, but shall not be compensated beyond that.

If it is decided that a volunteer shall fill a staff position, that volunteer will be trained by Keystone PVA to the extent necessary and practical. For the most part, such training will be on-the-job, and will not include attendance at schools, seminars, etc. If it is decided by the Board of Directors and, upon recommendation by the President or Executive Director, staff volunteers may participate in PVA seminars and training sessions appropriate to their position and, when approved, expenses associated with such participation shall be paid by Keystone PVA.

The only benefit that shall be provided to volunteer staff members shall be the blanket insurance coverage that is provided by National PVA for registered volunteers. The hours and miles of volunteer staff members shall be monitored and reported in the same manner as program volunteers.

Any member with (60) sixty volunteer hours may pick/choose their own Keystone PVA article of clothing free of charge. (Complete apparel eligibility is in Appendix C.)

Section 8 - Chapter Programs

Policy

It shall be the policy of Keystone PVA to establish and maintain the following programs as required by the National Organization and any other program which is considered to be beneficial to PVA members, to military veterans generally, and to the Keystone community of disabled persons. New programs which are to be funded and conducted by Keystone PVA shall be approved by the Board of Directors.

The Chapter Vice President shall be the overall director and coordinator of Keystone PVA's programs. In that capacity, he or she shall monitor all programs on a continuous basis, and shall meet personally with program directors individually and collectively when necessary. All program directors shall be accountable to the Vice President, President and Board of Directors in carrying out the objectives of their programs.

Advocacy Program

Mission Statement. Keystone PVA shall maintain a program of advocacy in which local, state and federal law will be monitored and litigated in order to ensure compliance with mandates relative to accessibility and barrier-free design issues. The director of the program shall, through testimony, public speaking, and representation of disabled persons, advocate on their behalf using all available resources.

Areas of Concern and Interest. Specific areas to be monitored by the Advocacy program shall include, but not be limited to the following:

- Compliance with the Americans with Disabilities Act
- Accessibility of transportation
- Civil rights, Section 504
- Barrier-free design
- Building codes
- Housing for the disabled

Legislative Program

Mission Statement. Keystone PVA shall maintain a Government Relations program in which employees and volunteers will report on and testify on legislation affecting veterans, disabled citizens, and other areas of concern or impact on the organization and its members. The program will ensure that the State of Pennsylvania has an adequate barrier-free design law and will lobby for changes when necessary. The Program Director shall monitor state agencies that have a direct effect on the communities of veterans and disabled persons.

Areas of Concern and Interest. Specific areas to be monitored by the Government Relations Program shall include, but not be limited to the following:

- Housing
- Civil rights, Section 504
- Office of the Secretary of State
- Department of Vocational Rehabilitation
- Commission for the Handicapped
- Department of Labor
- Job discrimination; Building codes
- Monitor and deal with state agencies such as
- Department of Veterans' Affairs
- State advocates for the disabled;
- Division of Human Rights
- Division of Community Affairs

Service Program

Mission Statement. When possible, Keystone PVA shall utilize volunteer service officers who will be trained and certified by the National Service Program of the Paralyzed Veterans of America.

Areas of Concern and Interest.

- Eligibility of members for medical care (VAMC or other)
- Eligibility of members for VA compensation or pension
- Eligibility of members for Social Security benefits
- Eligibility of members for state or federal prosthetics programs
- Eligibility of members for home health care or long-term health care

Hospital Liaison Program

Mission Statement. Keystone PVA shall maintain a program in which liaison is maintained with all VA Medical facilities within the state, as well as private nursing homes, hospitals and respite centers. The purpose of the liaison will be to ensure that PVA members who are patients and/or residents in such facilities are being cared for in accordance with Veterans Administration policy, with generally accepted health care policy and procedure, and with common sense treatment.

Areas of Concern and Interest

- Care of newly-injured SCI patients
- Home health care programs
- Emergency room care at VAMC's
- Recreation for patients and residents
- Long term care of PVA members
- Prosthetics and equipment needs
- SCI contact teams

Membership Program

Mission Statement. The mission of the Membership Program shall be to recruit new members to the Keystone Chapter in all categories, and to monitor their continued membership. Additionally, the Program Director shall ensure that appropriate membership records are maintained and that reports are submitted to the national organization as required.

Areas of Concern and Interest. Specific areas of concern within the Membership Program are as follows:

- Membership eligibility and recruiting
- Membership relationships
- Maintenance of membership records
- Membership certification
- Communications with members
- Preparation of membership reports.

Dues. As established in the Chapter Bylaws, Article III, Section 6, there shall be no dues for Regular voting members.

Keystone PVA Operations Manual

Dues for an Annual Associate Membership are \$25.00. Dues for a Lifetime Associate Membership are \$250.00.

When an Annual Associate Member has accumulated over 300 hours of volunteer time, he/she shall become eligible for a Lifetime Associate Member.

Membership Roster Policy

A copy of the chapter membership roster may be made available to the Officers and members of the Board of Directors upon request. The membership roster is confidential and at no time shall any Board member make the roster available to any other individual or group (each member's personal information is strictly confidential). The Membership Coordinator will contact each member annually with a membership survey which will be approved by the Board of Directors unless a member requests to be placed on a "no call list". The federal Health Insurance Portability and Accountability Act (HIPAA) regulations will be followed at all times. Any violation of this policy will result in removal from the Board of Directors and the suspension of all membership rights and privileges for at least a six (6) month period.

Chapter Social Programs

Annual Picnic. The chapter shall host a picnic for the membership annually. The location of that picnic shall be determined by the Board of Directors and shall be hosted at no cost to those regular life members who attend. However, a member may be required to pay a reasonable fee for guests and/or attendants who attend the picnic with them. No travel reimbursement will be authorized to attend chapter picnics.

Annual Banquet. The Keystone PVA annual banquet shall be held in the month of October. The purpose of the event is to provide an annual chapter social gathering which allows the expression of gratitude and presentation of awards to those members and others who have been selected for recognition.

It shall be the responsibility of the Banquet Committee, chaired by the Vice President, to coordinate and conduct the annual banquet.

The Chapter Annual Banquet shall be hosted at no cost to those regular life members who attend. The same policy shall apply to special guests who are invited by the chapter to attend. Members may be required to pay for guests who accompany them, but one who attends as an aide or attendant shall be hosted by the chapter. No travel reimbursement will be authorized. However, the chapter may elect to pay for one nights lodging for members that travel over 100 miles to attend the banquet.

Aside from PVA members and other active volunteers, it is suggested that several individual invitations be sent to persons of importance to the mission of Keystone PVA. It is recommended that the chapter host such dignitaries by treating them and their spouse to dinner.

The Awards Committee shall give their recommendations for the awards to the Board of Directors for its consideration. The president may also have some special awards that he or she will want to present.

Keystone PVA Operations Manual

Ordinarily, the outgoing vice president should serve as the master of ceremonies. If he wishes to not do so, or the Board of Directors has a preference, the person should be contacted as soon as possible to allow ample preparation.

The formal item on the banquet agenda is the installation of newly elected officers. It is quite appropriate to have this ceremony conducted by a special guest, especially a representative of the National PVA leadership.

Newsletter

Mission Statement: The chapter shall publish a newsletter for distribution to all members and other subscribers. The newsletter shall be published and distributed on a schedule to be determined by the Board of Directors, but no less frequently than quarterly. The Chapter Newsletter shall contain items of interest to members and others who have an interest in veterans' issues and matters of concern to disabled citizens. The newsletter may be produced in house, or may be contracted at the discretion of the Board of Directors. The Newsletter Editor should be a volunteer who has a keen interest and some expertise in the production of such publications.

Rate Schedule: Rates for bi-monthly newsletter ads

Size of ad	one issue	three issues	six issues
1/8 th page	\$ 20.00	\$ 50.00	\$ 90.00
1/4 th page	40.00	100.00	180.00
1/2 page	80.00	200.00	360.00
Full page	160.00	400.00	720.00

The Parascope is published bi-monthly. Deadline for submission of advertising is the 15th day of the month prior to the end cover date. The charge for **classified advertising** is \$20.00 for 15 words (each additional word is \$.35). Your name and address or phone number counts as five words. Photo submission must be in electronic format; due to issues of quality & quantity, there is no guarantee all submissions can be used.

Regular Members of Keystone PVA qualify for up to a quarter-page advertisement free of charge. Members' ads larger than a quarter-page will be half the price of the regular page.

SCI Research

Keystone PVA will make an annual donation to SCI research when funds are available.

Sports & Recreation Program

Mission Statement: To improve the quality of life of paralyzed veterans and others with disabilities by assisting the expansion of both the quality and quantity of opportunities in sports and recreation, especially those activities which enhance lifetime health and fitness.

MEMBERSHIP PROGRAMS

Annual picnic: at Kennywood Amusement Park and an Annual Awards Banquet

Hunting & Fishing Licenses: Reimburse voting members for their annual resident hunting license with a limit of one (1) Antlerless Deer license annually. Member must submit a copy of all licenses and a receipt to obtain reimbursement. The cost of a resident fishing license will be reimbursed. Members may also be reimbursed for their membership dues for sports club membership.

Social Activity Reimbursement: Keystone PVA will reimburse voting members* up to \$100.00 one time during a fiscal year for the expenses of attending a social activity of these types:

Dinner at a sit-down restaurant;

Movie theater, live theater, concert, or sporting performance;

Museum, zoo, amusement park or cultural/historic attraction.

*This benefit is intended for the use of life members who do not and will not participate in any other sponsored or reimbursed sports and recreation activities paid for by the chapter except for the Kennywood Park Picnic and Annual Awards Banquet. Should a member use this benefit and then claim reimbursement for another activity paid for by the chapter other than the picnic or dinner, the chapter may request repayment of the Social Activity Reimbursement. Members who use this benefit are encouraged to send a photo and a brief description of the activity it was used for to the chapter office for use in the chapter's internal and outreach communications.

Weekly bowling league: available to members as a recreational activity and to practice for the National Veterans Wheelchair Games. Scores are in the newsletter and awards will be presented at the Chapter Annual Banquet. The chapter may also reimburse members for other activities offered at the NVWG such as trapshooting and archery.

Hunting & Fishing: reimbursement for hunting, trapshooting and fishing programs that Keystone PVA supports or sponsors.

All receipts submitted for reimbursement must be dated within the current fiscal year (October 1st thru September 30th)

Sports & Recreation Travel Policy: Members that accumulate twelve (12) points or more by attending membership meetings, attending chapter functions, volunteers at a VA Medical Center, participate in weekly programs, etc. qualify to participate in the Keystone PVA Sports & Recreation Program. Each sports or recreation venue requires twelve (12) points to be sponsored and the request for chapter sponsorship must be submitted no less than 30 days before the function and be approved by the Board of Directors. Within ten (10) days of returning from a Board of Director approved event, member must submit receipts for reimbursement of entry fee, travel and lodging. Only dated itemized receipts will be accepted. **Members are required to attend at least one Membership Meeting prior to attending a sponsored event.**

Keystone PVA Operations Manual

National Veterans Wheelchair Game: The annual deadline to request chapter sponsorship to the National Veterans Wheelchair Game is December 31st. Completed wheelchair games registrations are to be submitted to the chapter office for submission to National PVA at least thirty (30) days prior to the PVA deadline. Absolutely no registrations will be forwarded to PVA without all required forms being submitted. **Twelve (12) points must be earned from August 1 thru February 28 and attendance at least one membership meeting to be eligible to attend at chapter expense.** A member attending his/her first wheelchair games at chapter expense is eligible to attend without first accumulating points. The chapter will pay for travel, lodging and up to two (2) closing banquet when funds are available.

Travel Policy

The chapter will purchase only one (1) seat per flight or other mode of public transportation for each participant and for his/her spouse or attendant sponsored by the chapter. Individuals driving to an activity/event will be reimbursed at the current rate for round trip mileage using the most direct route. Total mileage will not exceed the most economical round trip coach airfare.

If unable to attend an event the participant, for conditions other than medical, shall reimburse the chapter for each ticket purchased and one night's lodging paid for by the chapter. Any member not doing so will be considered in "bad standing" and will not receive funding or be permitted to represent Keystone PVA at any activity or event until the debt is repaid. Keystone PVA reserves the right to not sponsor or reimburse members if rules are not followed.

Travel Reimbursement Policy

It is imperative that one who spends chapter funds prudent when requesting reimbursement for personal expenses. Such reimbursement for expenses does not give one a license to be extravagant when less expensive travel, lodging, meals, etc. are available and equally adequate. Members, volunteers and employees shall be mindful that funds exist because of freely-given donation by the public, which must be respected. In any question regarding a particular expense of the amount of reimbursement requested, the decision of the Chapter Board of Directors is final.

Travel Reimbursement: to be eligible for reimbursement, a request for sponsorship needs to be received at the chapter office no less than thirty (30) days prior to the trip with information on purpose of trip, representative of Keystone PVA and estimated cost. Within ten (10) days of returning from a Board of Director approved event, member must submit receipts for reimbursement of entry fee, travel and lodging.

Hours: should include travel time and all time spent volunteer at the chapter office, meetings, etc. if one is required to represent Keystone PVA on out-of-town business, then record the actual amount of time spent including travel time.

Mileage: Travel to and from one's home, chapter office, VA Medical Center, etc. when actually performing volunteer work or conducting hospital visitation. **Mileage for doctor visits, therapy visits and social calls are not allowable expenses.**

Keystone PVA Operations Manual

Each mileage expense reimbursement made by an employee shall be granted only if the expense incurred is on behalf of the chapter and is within the normal expected or required duties of the employee.

Round trip mileage for attending meetings, seminars, workshops, etc., when the activity is one of one's job as a chapter officer, member, appointees or volunteer and includes advocacy, legislative and fundraising.

If one receives mileage reimbursement from another organization for the same activity / event, Keystone PVA will not duplicate such reimbursement.

Meals: Meals are provided while attending Keystone PVA meetings and activities or when a meal is required while actually conducting Keystone PVA business or volunteer work.

Reimbursement of Qualified Out-of-pocket expenses: When expenses are paid by the chapter out of-pocket expenses shall be limited to fifty percent (50%) of the daily hotel room for each day of the meeting. Out-of-pocket expenses when attending National PVA meetings shall consist of reasonable travel expenses to and from the airport nearest their home and meals. Original detailed receipts must be provided for all expenditures over \$10.00 and must be itemized on the BER. Approved attendants are entitled to expense reimbursement. Incidental expenses do not include items of clothing, souvenirs, gifts, local tours or personal items not related to the meeting. All reimbursements must be approved by the Board of Directors. PVA rules shall govern reimbursement of out-of-pocket expenses when such expenses are paid by PVA.

Lodging: Lodging expenses are eligible for reimbursement only if prior approval is granted by the Board of Directors AND 1) the distance traveled from home to event/meeting/task (one way) is greater than 100 miles or 2) special circumstances are recognized by the Board of Directors.

Keystone PVA Points System

To be eligible for chapter sponsorship to the National Veterans Wheelchair Games and other recreational programs, a member may earn points by participating in these activities. The chapter requires 12 points for EACH sponsored activity / event.

Attendance at a Keystone PVA membership meeting	3 points
Attendance at a Keystone PVA membership activity, <i>e.g., Easter Bag Distribution, Fish for Fun, Kennywood Picnic, Annual Awards Banquet</i>	2 points
Return SCI Survey following Annual SCI Appointment	2 points
Volunteer at V.A. Hospital (4 hours or more)	2 points
Volunteer for Keystone PVA (4 hours or more)	2 points
Work out V.A. or Rehab center with coach or therapist	1 point
Participate in a Keystone PVA sponsored sports or Recreational activity, <i>e.g., bowling, fishing, hunting, trapshoot, etc.</i>	1 point

Keystone PVA Operations Manual

Sign up a regular voting member	2 points
Represent Keystone PVA at community functions, <i>e.g., Sharing & Caring, Soldiers & Sailors, United Cerebral Palsy, Veterans Support Groups</i>	2 points
Ride or roll in a Veterans Day Parade	3 points

All volunteers at the VA Medical Centers must complete volunteer training and receive a volunteer ID card. The volunteer hours MUST be in the name of PVA. Volunteer is responsible for forwarding the monthly VA Volunteer by Organization Report (VS26) to the chapter by the end of the following month to receive travel reimbursement. A minimum of 4 hours of volunteering is required to qualify for reimbursement of mileage.

To receive credit for mileage, volunteer time & points, members, employees and presidential appointees, with approval of the Board of Directors, who perform volunteer work for Keystone PVA, MUST maintain and forward a volunteer expense voucher on a day-by-day basis and an After Action Report with a brief explanation of the work conducted on each day must be attached. Both must be forwarded to the chapter office by the close of business on the 7th of the following month. If the office is closed on the 7th, the reports are due by the close of the next working day. Eligible travel expenses using one's personal motor vehicle shall be reimbursed at a mileage rate to be set annually as part of the approval of the annual budget, not to exceed the applicable mileage rate limit set by the Internal Revenue Service. **Reimbursements for expenses less than \$10.00 will be paid when reimbursements equal or exceed \$10.00.**

Section 9 - Wholly-Owned Subsidiary Corporation

Policy

The Keystone Chapter of the Paralyzed Veterans of America shall be authorized to establish and maintain wholly owned subsidiary organizations or corporations which are deemed appropriate and necessary for accomplishment of the chapter's mission. Such subsidiaries shall be approved only by a two-thirds vote of the Board of Directors.

Incorporation

Once a decision has been made by the Board of Directors to establish a subsidiary corporation, that subsidiary shall be incorporated through the procedures established by the office of the Pennsylvania Secretary of State. The income tax classification of any and all subsidiary corporations shall be established and determined by current federal and state law and shall be based upon the purpose of the subsidiary.

Use of PVA Name and Logo

Use of the logo and/or name of the Paralyzed Veterans of America by any subsidiary corporation of the Keystone Chapter of PVA shall be in strict compliance with policies established by the National Office of the Paralyzed Veterans of America. Any use of the "Speedy" logo in the icon designed for a subsidiary corporation shall also be in accordance with National PVA policy.

Funding

Startup funding for a subsidiary corporation of the Keystone Chapter of PVA shall be at the discretion of the Keystone PVA Board of Directors and may upon approval by that Board be provided from chapter financial resources. In every instance however, such subsidiary corporations shall have the goal of financial self-sufficiency.

Assets

Unless otherwise specified by the Board of Directors at the time of incorporation, any and all assets accrued by a wholly owned subsidiary corporation shall remain the property of that corporation. Upon dissolution of the corporation, all assets shall revert to the Keystone Chapter of the Paralyzed Veterans of America.

Governance

Governance and administrative control of any wholly owned subsidiary shall be at the direction of the Keystone PVA Board of Directors. Corporate Bylaws and/or Articles of Incorporation shall be as approved by the KPVA Board of Directors. When practical and in compliance with applicable law, the Keystone PVA Board of Directors shall be the Directors of all subsidiary corporations.

Staff Support

Staff support and organizational structure shall be determined at the time of incorporation and shall be as approved by the Keystone PVA Board of Directors. Any changes to that structure shall be dictated by corporate growth and/or mission and shall be only as approved by that Board of Directors.

Keystone PVA office staff shall be utilized in support of subsidiary corporations only as a last resort. In such instances, chapter staff may be expanded in order to provide such support, but only upon approval of the Board of Directors.

Appendix A

ELECTION PROCEDURES

SUMMARY

The Keystone chapter of the Paralyzed Veterans of America (Keystone PVA) has a Board of Directors (the “Board”) made up of nine full, voting members (certified paralyzed veterans). If there is an immediate past president, he/she may sit on the Board with a voice and a vote, making the number of Board members 10.

The general voting membership elects directors for the Board via a once-a-year general election, with paper ballots sent to all voting members by first-class mail. Voting members are provided very specific directions on how to make their choices in the mailing, and provided a first-class, stamped envelope to return their ballots to the chapter office. On a date selected in advance, following a return deadline, a committee of tellers selected in advance counts the ballots. The chairman of the election committee ensures that the results are certified by the tellers, and he/she reports the results to the membership. Officers are elected by the Board at its first Board meeting of the fiscal year.

ORGANIZATION OF THE BOARD

The nine directors are each elected for terms of three years. They are organized into classes of three so that each year, three seats on the Board open up for as many candidates as may choose to run and are eligible. Each term begins on the first day of the fiscal year (01 October for Keystone PVA) and ends on 30 September. There is no limit to how many terms a life member may serve on the Board. No ceremonies or oaths of office are required for directors to take office; if duly elected, their terms begin at midnight on the first day of the fiscal year. (Keystone PVA does, however, administer an oath at the chapter’s annual dinner, which is held in the first week of the fiscal year.)

OFFICIALS OF THE ELECTION

The chapter **President** oversees the entire election process.

The Membership Officer, a voting member of the Board, is the **Election Officer**, unless he/she is a candidate. If he/she is a candidate, the President of the chapter appoints a non-candidate from the Board to serve as Election Officer.

The **Election Committee** is made up of three **tellers** appointed by the President to count and report the election results. Tellers may be any member, life or associate, and may include one member of the chapter staff in the event that at the time of the count, one of the tellers does not show up at the appointed time and meeting place. In the event a total of three tellers are not present at the time of the count, the count will proceed as scheduled by those tellers who are present, and the President will arrange for another person, qualified to be a teller, to count the ballots again as soon as practical. One of the tellers is appointed by the President as the head teller, who is in charge of the ballot count.

The **chapter staff** supports the President and the Election Officer at all stages of the election process.

PROCESS

APRIL

At the Board of Directors meeting, the President of the chapter

- 1) Confirms that the Membership Officer will be the Election Officer, or if the Membership officer indicates that he/she will be a candidate for re-election to the Board, appoints a Board member who will not be a candidate.
- 2) Directs the executive director to place a notice in the bi-monthly chapter newsletter, The Parascope, that members are welcome to declare themselves candidates for election to the Board, and directs that such notice will include the process for declaring candidacy (including deadlines) and the expectations and requirements of a director.
- 3) Appoints an Election Committee of three tellers, who may be life members or associate members. (In the event of a no-show by one of the tellers, the President may appoint a substitute; in the event that a member is not available, the executive director may be appointed as a teller.)

MAY

The executive director places the notice in The Parascope referred to in item 2) above. That notice is attached as Appendix A.

JUNE

Up to the 15 June deadline, the executive director accepts candidacy statements and photos from the candidates. The executive director may take a photo of the candidate and assist with the candidate's statement at the candidate's request, and is bound by the candidate's wishes as to photo selection and content. However, the candidate's statement may not exceed the 400-word limit and may not contain libelous or demonstrably false information that may invite legal action against the chapter or could be reasonably expected to reflect poorly on the reputation of PVA or the Keystone Chapter.

The executive director prepares the candidate's photos and statements for publication in The Parascope and for inclusion in the ballot mailing. The executive director also prepares the instructions for voting members and the ballot for the ballot mailing. These materials are reviewed before printing by the Election Officer and the chapter president. No substantial changes may be made without Board action.

The staff membership assistant obtains materials needed for the balloting:

- 1) Watermarked paper for printing the ballots to insure that false copies of the ballots cannot be made.
- 2) Plain paper sufficient for printing the candidates' statements and the instructions for completing and submitting the ballots.
- 3) Number 10 envelopes for mailing the ballot package to the members, and number 9 envelopes for returning the ballots to the chapter office.
- 4) First-class postage sufficient for both the #9 and #10 envelopes.

The membership assistant prepares the #9 return envelopes with the chapter office's address and a first-class postage stamp.

The membership assistant prepares the #10 envelopes with the addresses of each voting member of the chapter, with the chapter office's return address, and a first-class postage stamp. Unless there are so many candidates that many sheets of paper are necessary in the mailing, the ballot package almost always weighs just under one ounce.

JULY

By the end of the first full work week of July, the ballot mailing is prepared by the office staff, who insure that each #10 envelope contains only one ballot, one set of instructions, one set of candidates' statements, and one #9 return envelope. The mailing is delivered to the United States Postal Service at the service counter.

Ballots are returned to the chapter office by the United States Postal Service. No other delivery of ballots is acceptable. Ballots hand-delivered or brought to the office by any other means are labeled as not delivered by the USPS and set aside for later provision to the Election Committee.

All ballot envelopes returned to the chapter office are:

- 1) Kept unopened until turned over to the Election Committee on the day of the ballot count;
- 2) Date stamped by the office manager or other staff person;
- 3) Inspected for apparent validity and counted by the office staff; and
- 4) The number of received ballots for the day is written on a ballot receipt log and initialed by the office staff.
- 5) Another staff person shall also inspect each returned ballot envelope for apparent validity, confirm the count of ballot envelopes received, and initial the ballot receipt log for the day's received ballot envelopes.
- 6) Ballots mailed and returned for reasons such as incorrect addresses may be sent out again to a correct address if available in a new envelope. Otherwise, the ballot mailing is retained, marked, and turned over to the Election Committee on the day of the ballot count.
- 7) Kept under lock and key until the day of the ballot count.

AUGUST

Counting the votes

On the day of the ballot count, which is usually the Friday before the Membership Meeting, which is also the chapter's annual corporate meeting and held on the second Saturday of August, the Election Committee shall convene at a time and a place appointed by the president, usually morning at the chapter office. The chapter staff shall provide the committee with a quiet, comfortable location and with necessary supplies such as letter openers, legal tablets, pens, pencils, and calculators. The chapter staff shall present the committee with all ballots that have been received, and make clear which ballots have been received in a valid manner, and those which have not. The chapter staff shall provide support services as necessary (e.g., beverages) but shall refrain from entering the election committee meeting room more than necessary.

The Election Committee shall also be provided worksheets upon which to tally the votes. Worksheets will include the names of the candidates and space for write-in votes.

The Election Committee chairperson, also known as the head teller, shall ask each teller to count ballots and the votes on them ten at a time; all tellers shall record the numbers of votes cast, then confirm among themselves that they have the same count, or shall re-count the group of ten just counted until agreement is reached.

Interpreting the ballots

In the event of the receipt of an envelope with no ballot enclosed, the envelope and any other contents in it shall be set aside and considered invalid.

Keystone PVA Operations Manual

In the event of the receipt of ballot with no markings, it shall be considered valid for the purpose of recording the number of ballots received, but no votes for candidates shall be recorded.

In the event of the receipt of a ballot with markings that do not appear to be votes for one or more candidates, the ballot, its envelope and any other contents in it shall be set aside and considered invalid.

In the event that more votes are cast on a ballot than the number of seats open for election, the ballot, its envelope, any other contents in it shall be set aside and considered invalid.

In the event that the intent of an entire ballot is unclear, the committee may deem parts of it valid and count the votes, and ignore the part or parts they deem invalid.

The head teller shall designate one of the worksheets as the unofficial results and have the executive director or other staff member transfer the results to an official Tellers' Report, which shall then be signed by each teller, certifying the results of the election.

Disposition of election documents

All ballots and associated envelopes shall be retained under lock and key at the chapter office or in the chapter's bank lock box until the following year's election. After the election results are tallied and recorded on the day of the ballot count, the previous year's election documents, except for the official Tellers' Report, shall be destroyed.

Reporting the results

The head teller shall cause the official Tellers' Report to be shown to the chapter's corporate secretary and President at the next day's membership meeting, at which time the corporate secretary shall announce the results of the election. In the event that one or more candidates are not present at the Membership Meeting, the President shall notify each absent candidate of the results no later than the following week.

The President shall direct the executive director to publish the results of the election in the September-October edition of The Parascoper; to prepare an updated contact list of the entire Board for use by the Board, the staff, and the National Service Office in Pittsburgh (done by the office manager), and to update the chapter officials directory maintained on the corporate portal of the PVA (done by the membership assistant).

SEPTEMBER

Newly elected or re-elected directors shall physically attend the September Board of Directors meeting if at all possible so that they may fill out required paperwork such as the conflict of interest policy, the no harassment policy, the preference statement for staff opening a director's mail, and contact information. New directors shall meet with the President and the executive director to receive an orientation to the Board's functions and the duties and responsibilities of a director prescribed by the statutes of the Commonwealth of Pennsylvania, required by the Paralyzed Veterans of America, and expected by the members of the chapter.

OCTOBER

Newly elected and re-elected directors take office at midnight on 01 October. The terms of any directors they may have succeeded end at that moment.

Keystone PVA Operations Manual

Newly elected and re-elected directors attend the Annual Awards Banquet, at which they take an oath of office as part of the ceremonies. Though all duties and responsibilities accrue to each director at midnight on 01 October, the oath is an affirmation that with full awareness and no reservation they have voluntarily taken on those responsibilities and duties.

At the October Board of Directors meeting, all members of the Board elect four officers—President, Vice President, Secretary and Treasurer—each to a one-year term ending at the October Board meeting the following year or when a successor is duly elected or appointed per the chapter’s bylaws. It is preferred that all directors are physically present for the vote, but if not, attendance by conference call, audio or audio/video, is acceptable. Any reasonable means of election chosen by the President is acceptable, e.g., voice vote, paper ballot, acclamation, show of hands.

Appendix B

Notice to members that the election of directors will be held, to be included in the chapter newsletter, group e-mail, or other communication to members announcing the election:

Eligibility

Any “life member” is eligible to vote and/or run for a seat on the Board as a director. A “life member” is a person who has been accepted for membership by virtue of being a United States military veteran with an other-than-dishonorable discharge and is a citizen of the United States with a verified spinal cord dysfunction. Members who are candidates for either chapter or national PVA office must have been certified by the national PVA secretary. No others are eligible.

Responsibility

Though the chapter and PVA use the term “member,” neither are clubs but are corporations organized not for profit. Board members have legal obligations to oversee the affairs of the chapter according to all federal, state and local laws. There are no “owners” of the chapter. There are no “owners” of the chapter’s assets, operations, or reputation. The Board members are trustees, administering the chapter for the benefit of all members. This is known as a director’s fiduciary responsibility.

Duties

Attendance at Board meetings is essential. They are not committee meetings or social events, and they take less than two hours to complete each month. Most business items are prepared in advance through committees or by consultation with the Board president and executive director. One week before the Board meeting, the officers and executive director meet to review items submitted for the Board’s agenda, but they never make any decisions (except those which may need to be ratified by the full Board at its next meeting) nor do they prevent an item of business from consideration. They simply insure that they understand each item.

Many of the chapter’s programs (e.g., advocacy, membership, recreation, and service) are conducted directly by Board members. All activity by the chapter is authorized by the Board, though the Board delegates that activity to individual Board members and to staff.

Keystone PVA Operations Manual

Election process

A member who wishes to serve on the Board must submit a candidacy statement that will be sent out to all voting members with the ballot and will be published in the July-August issue of The Parascoper. The statement should contain your reasons for why you should be elected. It often includes some biography and some things you would like the chapter to do or continue doing. You should also submit a head-and-shoulders photo of yourself, or go to the office to have a photo taken.

Your candidacy statement may not be any longer than 400 words. It will not be used if it is longer; 250 words is a better, more readable length. Candidates may ask for assistance in writing a statement by the executive director, but the candidate has the final decision on content within the 400 word limit.

The candidacy statement and photo must be finalized and delivered to the chapter office by 15 June 20xx, no exceptions. The Board will review the slate of candidates to insure that all are members in good standing and certified by the national secretary of the Paralyzed Veterans of America.

The ballot will be mailed to all voting members by first class mail during the first week in July. Enclosed with the ballot will be all candidacy statements and a return envelope. For a ballot to be valid:

- It must be marked according to the instructions enclosed.
- It must be returned in the return envelope provided.
- It must be returned to the Keystone PVA office through the United States Postal Service.
- It must be postmarked no later than 31 July 20xx.

All ballots will be tabulated at the chapter office on the Friday before the August Membership Meeting.

The results of the tabulation will be announced at the August Membership Meeting, and in the September-October 20xx edition of The Parascoper. All newly elected or re-elected directors shall attend the Board of Directors meeting on xx September 20xx in order to fill out required paperwork.

Appendix C

Promotional Apparel and other items

The purposes of providing members apparel with the PVA corporate/chapter logo is to

- Promote a “**team**” approach to the PVA mission
- Raise public **awareness** of Paralyzed Veterans
- Present a unifying **appearance** to the public in support of the PVA brand.

In support of these purposes, the Keystone Chapter’s color preference for apparel is royal blue, which shall be optional except in the case of polo shirts for the National Veterans Wheelchair Games, in which case it shall be mandatory.

No personal style variations shall be accommodated. The PVA/chapter corporate style, shown in the PVA Creative Development Guidelines, shall be adhered to. All lightweight shirts (T-shirts, long sleeve collarless shirts, or sleeveless shirts) shall be red, white or blue; and the PVA/chapter corporate logo shall be applied in the vertical format to the front left of all shirts.

Requests for names that might reflect negatively on the PVA and chapter shall be denied. Unauthorized use of the PVA/chapter corporate logo shall be strongly discouraged. Cases of unauthorized use may be forwarded to the PVA Office of the General Counsel, which has the option to prosecute as copyright infringement.

Apparel produced by outside organizations in support of the chapter and/or its activities should be encouraged to remain within the PVA/chapter corporate style, but discretion, depending on the outside organization’s expectations, brand, or event needs, is called for. The design and color guidelines of the PVA/chapter logo itself are non-negotiable. The logo and its approved variations are the property of the Paralyzed Veterans of America, Inc., and their use is extended to PVA chapters providing chapter use conforms to the guidelines.

From time to time the national PVA may specify and permit special variations of the corporate logo, e.g., for the PVA 75th anniversary of its founding. At such time, the chapter will, within staffing and budget limits, coordinate the use of the special logo variations with the national PVA.

The chapter will provide apparel at no charge to its members as follows:

Upon joining the chapter, a new member shall receive a polo shirt and a hat in the size and color, if available, specified by the member. At some point in the new member intake process, the member’s size, color, and embroidered name preference shall be obtained. (The application of a name is not required.) The chapter should order apparel when a reasonable number of items need to be made, not each time an item or two is requested.

The chapter will provide apparel to participants in the National Veterans Wheelchair Games as follows:

Each athlete, one attendant per athlete, and coach shall each receive one polo shirt in the size requested by each. Each recipient shall be responsible for providing their proper size and the name (preferably first name or nickname, or none) they wish embroidered on front of the shirt well in advance of the Games, preferably at least ten weeks.

Each athlete and coach shall receive three lightweight shirts in any or all of the following styles: long sleeve shirt, T-shirt, or sleeveless shirt, as they are available from the chapter’s apparel supplier.

Each attendant shall receive one T-shirt.

Keystone PVA Operations Manual

The chapter will provide apparel to the active members of the Board of Directors and program directors as follows:

Each newly-elected member of the Board shall each receive one hat, three polo shirts, and one jacket at the inception of his/her term.

The chapter recommends royal blue for all items of apparel, but will accommodate alternate colors as follows and as are available from the supplier:

Hat alternate: white.

Polo shirt alternates: red or white.

Jacket alternate: red.

The current jacket style is “Aggression” by Holloway or similar. The chapter reserves the right to make substitutions for apparel or other items provided to members or volunteers at no charge.

The chapter will provide apparel to volunteers as follows:

Volunteers are eligible to receive their choice of apparel after they have donated 60 hours of volunteer time to the chapter. The volunteer coordinator will verify eligibility based on the volunteer’s submitted volunteer time reports. It is the policy of the volunteer coordinator to award one item of apparel annually, providing the volunteer has officially served at least 60 hours during a year on behalf of the Keystone chapter.

The choices of apparel are

Hat: Royal blue preferred. Alternate: white.

Polo shirt: Royal blue preferred. Alternates: red or white.

Jacket: Royal blue preferred. Alternate: red.

Apparel, especially T-shirts and sometimes hats, may be used as parts of the chapter’s outreach efforts including public exhibits and presentations. When called for, and in consultation with the president and/or executive director, specially-made apparel (such as a jacket with an awardee’s name embroidered on it) may be produced.

Additional apparel items may be granted beyond these guidelines at the discretion of the chapter president or executive director, but such discretion may be overridden by the Board and should not be abused or used outside the purposes stated at the beginning of this section (“team,” awareness, and appearance).

Appendix D

Assignment and possession of credit and debit cards

The chapter holds and assigns the following credit and debit cards:

Bank credit cards

Three (3) Bank of America MasterCard in the names of Treasurer William D, Jakovac, President Mark O. Rosensteel, and Immediate Past President James E. Riemer. These cards are held in the office in a lockable place until signed out.

One (1) Synchrony Bank MasterCard, affiliated with Dick's Sporting Goods, in the name of and held by Executive Director Joe Dornbrock.

Store credit cards

Two (2) Sam's Club/Synchrony Bank credit cards in the names of and held by Volunteer Coordinator Agnes O. Strang and Executive Director Joseph W. Dornbrock. Use of these cards is limited to purchases at Sam's Club.

One (1) Staples credit card in the name of Keystone Paralyzed Veterans and held by Executive Director Joseph W. Dornbrock. Use of this card is limited to purchases at Staples.

Debit cards

Three (3) PNC Bank Visa debit cards in the names of and held by Volunteer Coordinator Agnes O. Strang and Executive Director Joseph W. Dornbrock, and in the name Immediate Past President James E. Riemer, which is held in the office in a lockable place.

Appendix E

Recent Operations Manual revision history

2007

24 May—Added as a new second sentence in the “Meetings” paragraph on page 2-2: “Agenda items with a monetary cost must be placed on the agenda no later than the Executive Committee meeting unless the Board approves the addition by a vote of at least two-thirds of the Board members present.” Added as a new bullet point under “Responsibilities” on page 2-5: “The Executive Committee will meet no sooner than 7 days prior to the monthly Board of Directors meeting to review and approve the agenda for the Board meeting.”

2008

17 July—Under Section 2, Governance, Board of Directors, Election procedures, items (A) through (E) were added; an item entitled “Committees of the Board” was added; under Section 7, Employee Benefits, Annual Leave, “five (5) days” was changed to “80 hours;” under Section 8, “Member Recreation Reimbursement Fund” was defined, and in the Travel Policy item, this sentence was added: “Absolutely no Games applications will be forwarded to PVA without all required forms being submitted.”

21 October—changes to sections 7 (Annual Leave) and section 8 (one typo; add a paragraph regarding travel reimbursement).

2012

24 May—Clarified nominating procedure under “Election Procedures,” item C on page 2-1. Clarified the ability of staff to conduct correspondence outside the chapter under “Authority,” page 4-3. Defined membership on the Pennsylvania State Veterans Commission under “Veterans’ Organizations,” page 4-7. On pages 5-2 and 5-3, inserted complete paragraphs on financial document signing authority and on the Keystone PVA Investment Policy, and redefined the permitted uses of chapter credit and debit cards. Capped full payment of health insurance premiums on page 7-2. Defined recognized paid holidays as the same ones observed by the national PVA office on page 7-3. Defined the cap on sick leave on page 7-4. Added third paragraph to “Employee Communications” on page 7-10 to guard against mistaken inferences. Merged Section 10, “Expense Reimbursement Policy and Procedures” into Section 8, “Chapter Programs,” and made clarifications regarding expense reimbursement eligibility.

20 September—Added “Use of chapter vehicles” in Section 4 on page 4-3.

15 November—Added “Nondiscrimination policy” in Section 4 on page 4-6.

2013

05 December—added the 20 September and 15 November items to the manual and published it.

2020

20 February—The Board confirmed the chapter Investment Policy in its entirety on page 5-3.

21 May—The Board replaced the section on page 8-5 on the “Membership Recreation Reimbursement Fund” with a section entitled “Social Activity Reimbursement.”

Keystone PVA Operations Manual

17 September—The Board approved the inclusion of a detailed Board of Directors election procedure and notice to the membership as appendices A and B, replacing most of the text on page 2-1.

15 October—The Board approved the inclusion of a detailed policy guide on the provision of chapter-identified apparel (with the chapter name and PVA/chapter logo)

2021

19 August—The Board approved updating Section 5 on the chapter's ownership, possession, and use of credit and debit cards. Former Appendix D was changed to Appendix E and a new Appendix D was created to provide a specific list of cards and what chapter personnel may use and hold them.