

LAKE CHAPALA SOCIETY

OPERATIONAL STRUCTURE

**Working Document
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September 22, 2009

INTRODUCTION

This document does not focus on tasks but on generic responsibilities.

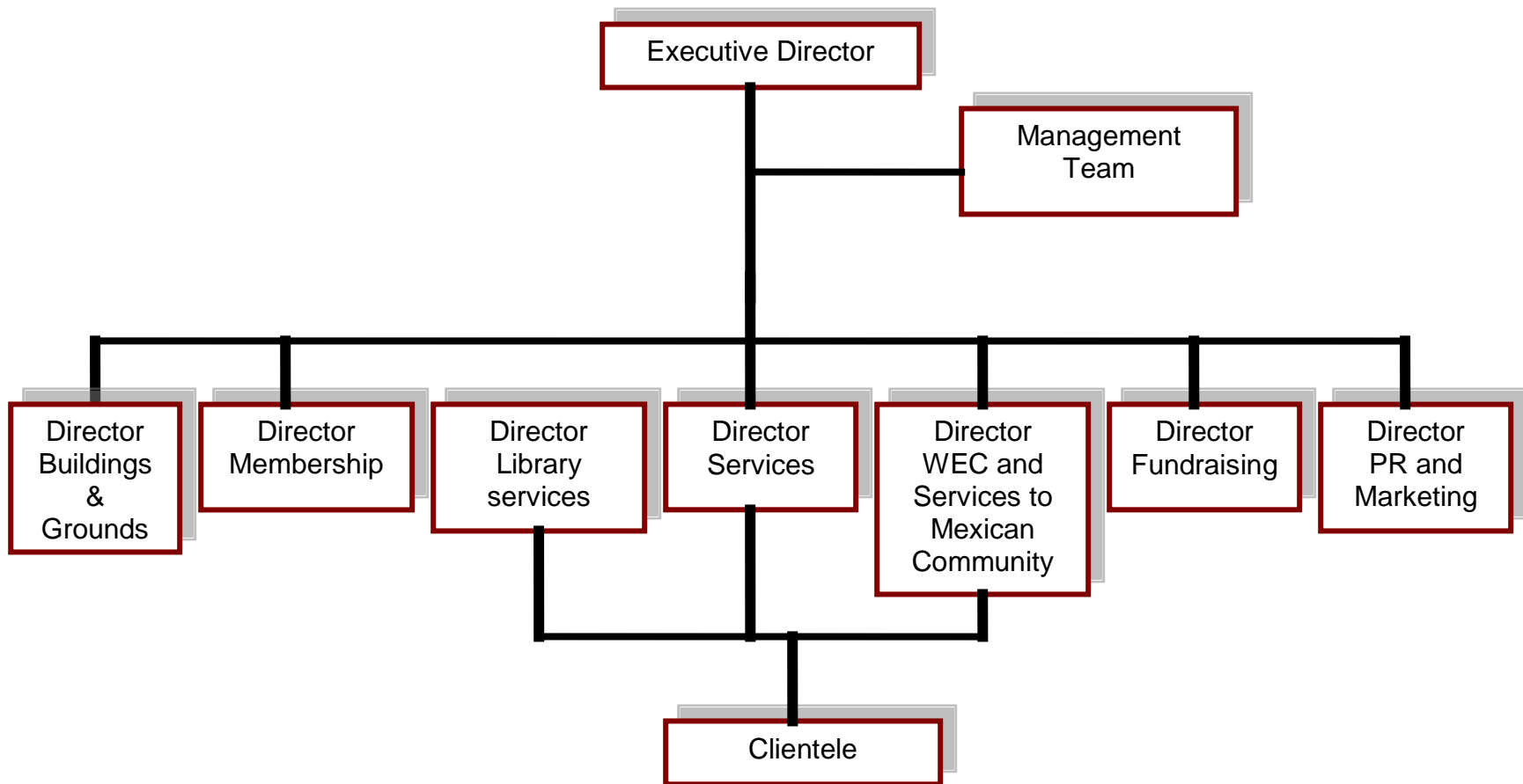
I have highlighted in blue the responsibilities that are specific to each work description. The remainder is generic to all work descriptions.

In some Work Descriptions, the list of activities is very detailed. It is quite likely that they do not belong in these work descriptions. I inserted them to ensure we do not forget anything.

Here are 2 questions:

- Who is responsible for the Cantina?
- Should Directory Sales be under Director of Marketing since that department is basically responsible with dealing with the external environment? I've put the responsibility at number 5 in that Department.

1. OPERATIONAL ORGANIZATIONAL CHART



2.1 EXECUTIVE DIRECTOR

Summary

Accountable to the Board of Directors, the Executive Director recommends to the Board and ensures the implementation of LCS general orientations, strategies, plans and policies. The Executive Director ensures the efficient management of LCS resources, programs, services and operations.

Responsibilities

In accordance with policies established by the Board of Directors, the Executive Director assumes the following responsibilities:

1. To recommend to the Board of Directors strategies, plans and policies such as:
 - 1.1 Strategic, marketing and annual action plans.
 - 1.2 Annual budget and its revisions.
 - 1.3 Policies governing resources (human, material, technological, financial), operations, programs, services, marketing, promotion, communications.
2. To implement the decisions of the Board of Directors.
3. To manage LCS operations, resources and services.
4. To manage LCS financial resources.
4. To analyze the financial situation of LCS and the WEC and implement appropriate corrective measures.
5. To approve the hiring, training and evaluation, and if required, dismissal of LCS personnel and service volunteers.
6. To ensure effective liaison with the media, governments, public and private sector organizations.
7. To promote LCS programs and services.
8. To ensure good communication and professional relationships within LCS.
9. To ensure that the following Executive-Secretary functions are available to the Board and its committees including:
 - 9.1 Preparation of a draft agenda for the approval of the Board or Committee Chairperson.
 - 9.2 Preparation and distribution of documentation.
 - 9.3 Organization of meetings logistics.
10. To chair the Management Team.
11. To assume any other relevant responsibilities assigned by the Board of Directors.

2.2 DIRECTOR OF BUILDINGS & GROUNDS

Summary

Accountable to the Executive Director, the Director of Buildings & Grounds ensures the efficient management of LCS and Wilkes Education Centre (WEC) material resources including buildings, grounds, land use, equipment.

Responsibilities

In accordance with policies established by the Board of Directors, the Director of Buildings & Grounds assumes the following responsibilities:

1. To ensure that buildings, grounds, equipment and furniture are well maintained.
2. To ensure that repairs are undertaken in an efficient manner.
3. To implement a preventative maintenance program with respect to buildings, grounds and equipment.
4. To ensure the security and safety within LCS grounds.
5. To manage technological systems and resources.
6. To recommend policies, plans and improvements to the Management Team.
7. To coordinate the design and implementation of building and land use plans approved by the Board.
8. To recommend the departmental annual budget.
9. To respect the annual budget assigned to his Department.
10. To implement the decisions of the Executive Director affecting his Department.
11. To manage the resources and operations of his department.
12. To recommend to the Executive Director the hiring, training and dismissal (if required) of Department personnel and service volunteers.
13. To evaluate the performance of Department personnel and service volunteers.
14. To foster teamwork, ensure good communications and undertake consultations with his team members.
15. To act as a resource person to the Board Management Committee as required.
16. To chair the Building and Grounds Departmental Team.
17. To assume any other relevant responsibilities assigned by the Executive Director.

2.3 DIRECTOR OF MEMBERSHIP

Summary

Accountable to the Executive Director, the Director of Membership ensures the coordination of the annual membership drive and volunteer recruitment.

Responsibilities

In accordance with policies established by the Board of Directors, the Director of Membership assumes the following responsibilities:

1. To coordinate the annual membership drive.
2. To recruit volunteers for LCS positions.
3. To administer the membership data base.
4. To submit reports on a timely basis.
5. To recommend policies, plans and improvements to the Management Team.
6. To recommend the departmental annual budget.
7. To respect the annual budget assigned to his Department.
8. To implement the decisions of the Executive Director affecting his Department.
9. To manage the resources and operations of his department.
10. To recommend to the Executive Director the hiring, training and dismissal (if required) of Department personnel and service volunteers.
11. To evaluate the performance of Department personnel and service volunteers.
12. To foster teamwork, ensure good communications and undertake consultations with his team members.
13. To act as a resource person to the Board Program Committee as required.
14. To chair the Membership Departmental Team.
15. To assume any other relevant responsibilities assigned by the Executive Director.

2.4 DIRECTOR OF LIBRARY SERVICES

Summary

Accountable to the Executive Director, the Director of Library Services manages the LCS Library Services.

Responsibilities

In accordance with policies established by the Board of Directors, the Director of Library Services assumes the following responsibilities:

1. To manage Library Services including the following:
English Library
Spanish Library (Biblioteca)
Talking Book Library
Audio-visual Library
2. To supervise paid and volunteer staff.
3. To manage Library operations, resources and systems.
4. To recommend policies, plans and improvements to the Management Team.
5. To recommend the departmental annual budget.
6. To respect the annual budget assigned to his Department.
7. To implement the decisions of the Executive Director affecting his Department.
8. To recommend to the Executive Director the hiring, training and dismissal (if required) of Department personnel and service volunteers.
9. To evaluate the performance of Department paid personnel and volunteers.
10. To foster teamwork, ensure good communications and undertake consultations with his team members.
11. To act as a resource person to the Board Program Committee as required.
12. To chair the Library Services Departmental Team.
13. To assume any other relevant responsibilities assigned by the Executive Director.

2.5 DIRECTOR OF SERVICES

Summary

Accountable to the Executive Director, the Director of Services ensures the efficient management of programs and services to LCS members and the community.

Responsibilities

In accordance with policies established by the Board of Directors, the Director of Services assumes the following responsibilities:

1. To ensure that programs and services are relevant to the needs of members and the community.
2. To coordinate the delivery of programs and services to members and non-members including:
 - a. Information services (Information Desk, Bulletin Board)
 - b. Directory
 - c. Educational Programs (Lectures, Beginner's and Intermediate Spanish Course, Children's Art Instruction, Discussion Group, Neil James Lecture Series).
 - d. Spanish classes
 - e. Medical programs
 - f. Cultural activities
 - g. Immigration and legal information
 - h. Travel information
 - i. Insurance information
 - j. IMSS information
 - k. Mail and stamp services
 - l. US Consult visits
 - m. Camera and Computer Groups
3. To organize charitable activities including:
 - a. ACA Fresh Vegetables
 - b. Craft Show for Local Artisans and members
 - c. Educational Aid Program
 - d. July Fiesta to benefit WEC
 - e. Pancake Breakfast to benefit WEC
 - f. Ticket Sales for other charities
 - g. Venue for other charities

4. To provide access to LCS facilities to interest groups including:
 - a. Alcoholic Anonymous
 - b. Chess Club
 - c. Country Line Dancing
 - d. Exercise (Tai Chi & Yoga)
 - e. Film Aficionados
 - f. Great Books
 - g. Ham Radio Club
 - h. Needle Pushers
 - i. Open Circle (Sunday)
 - j. Scrabble
5. To recommend program policies, plans and improvements to the Management Team.
6. To develop, coordinate and evaluate programs and services.
7. To recommend the departmental annual budget.
8. To respect the annual budget assigned to his Department.
9. To implement the decisions of the Executive Director affecting his Department.
10. To manage the resources and operations of his department.
11. To manage partnership agreements with the Community.
12. To recommend to the Executive Director the hiring, training and dismissal (if required) of Department paid and volunteer personnel.
13. To evaluate the performance of Department personnel and service volunteers.
14. To foster teamwork, ensure good communications and undertake consultations with his team members.
15. To act as a resource person to the Board Program Committee as required.
16. To chair the Services Departmental Team.
17. To assume any other relevant responsibilities assigned by the Executive Director.

2.6 DIRECTOR OF WILKES EDUCATION CENTRE (WEC) & SERVICES TO MEXICAN COMMUNITY

Summary

Accountable to the Executive Director, the Director of Wilkes Education Centre (WEC) and Services to the Mexican Community ensures the efficient management of programs and services to the Mexican Community.

Responsibilities

In accordance with policies established by the Board of Directors, the Director of WEC and Services to the Mexican Community assumes the following responsibilities:

1. To ensure that programs and services are relevant to the needs of the Mexican Community.
2. To manage the Wilkes Education Centre, the programs and services to the Mexican Community including:
 - a. Children's Art Program
 - b. ESL
 - c. Student Aid
 - d. Computer Training
3. To recommend program policies, plans and improvements to the Management Team.
4. To develop, coordinate and evaluate programs and services.
5. To recommend the departmental annual budget.
6. To respect the annual budget assigned to his Department.
7. To implement the decisions of the Executive Director affecting his Department.
8. To manage the resources and operations of his department.
9. To manage partnership agreements with the Community.
10. To recommend to the Executive Director the hiring, training and dismissal (if required) of Department personnel and service volunteers.
11. To evaluate the performance of Department paid and volunteer personnel.
12. To foster teamwork, ensure good communications and undertake consultations with his team members.

13. To act as a resource person to the Board Program Committee as required.
14. To chair the WEC and Services to Mexican Departmental Team.
15. To assume any other relevant responsibilities assigned by the Executive Director.

2.7 DIRECTOR OF FUNDRAISING

Summary

Accountable to the Executive Director, the Director of Fundraising plans, manages and evaluates LCS fundraising projects and activities.

Responsibilities

In accordance with policies established by the Board of Directors, the Director of Fundraising assumes the following responsibilities:

1. To plan, manage and evaluate annual and on-going LCS fundraising events and activities.
2. To manage Planned Giving Program, Major Donation Program.
3. To recommend policies, plans and improvements to the Management Team.
4. To recommend the departmental annual budget.
5. To respect the annual budget assigned to his Department.
6. To implement the decisions of the Executive Director affecting his Department.
7. To manage the resources and operations of his department.
8. To manage partnership agreements with the Community.
9. To recommend to the Executive Director the hiring, training and dismissal (if required) of Department personnel and service volunteers.
10. To evaluate the performance of Department paid and volunteer personnel.
11. To foster teamwork, ensure good communications and undertake consultations with his team members.
12. To act as a resource person to the Board Fundraising Committee as required.
13. To chair the Fundraising Departmental Team.

14. To assume any other relevant responsibilities assigned by the Executive Director.

2.8 DIRECTOR OF MARKETING

Summary

Accountable to the Executive Director, the Director of Marketing ensures the efficient management of LCS marketing, promotion, communications and public relations programs.

Responsibilities

In accordance with policies established by the Board of Directors, the Director of Marketing assumes the following responsibilities:

1. To recommend marketing, promotion, communications and public relations policies, plans and improvements to the Management Team.
2. To implement the marketing, promotion, communications and public relations plans.
3. To provide information to the community on a regular basis.
4. To maintain the Web site up to date.
5. To manage Directory sales.
6. To develop, coordinate and evaluate departmental programs and services.
7. To recommend the departmental annual budget to the Director of Finance.
8. To respect the annual budget assigned to his Department.
9. To implement the decisions of the Executive Director affecting his Department.
10. To manage the resources and operations of his department.
11. To manage partnership agreements with the Community.
12. To recommend to the Executive Director the hiring, training and dismissal (if required) of Department personnel and service volunteers.
13. To evaluate the performance of Department personnel and service volunteers.
14. To foster teamwork, ensure good communications and undertake consultations with his team members.

15. To act as a resource person to the Marketing Committee as required.
16. To chair the Marketing Departmental Team.
17. To assume any other relevant responsibilities assigned by the Executive Director.

3. MANAGEMENT TEAM

Chaired by the Executive Director, the Management Team is composed of directors and managers, and assumes the following functions:

1. To ensure that decisions are respectful of LCS Vision, Mission, Mandate and Values.
2. To recommend to the Executive Director policies and procedures ensuring the efficient management of LCS operations.
3. To make recommendations to the Executive Director on the improvements to LCS working conditions.
4. To evaluate the operations on a regular basis.
5. To review the current status of programs, services and projects in comparison to adopted plans.
6. To plan operations on a regular basis.

4. DEPARTMENT TEAM

Chaired by a Department Director, the Department Team is composed of employees and services volunteers within the Department and assumes the following functions:

1. To ensure that decisions are respectful of LCS Vision, Mission, Mandate and Values.

2. To recommend to the Department Director policies and procedures ensuring the efficient management of Department operations.
3. To make recommendations to the Department Director on the improvements to LCS working conditions.
7. To evaluate the departmental operations on a regular basis.
8. To review the current status of programs, services and projects in comparison to adopted plans.
9. To plan operations on a regular basis.