

**The Professional Family Child Care Alliance of Georgia**  
**ASSOCIATION ADVANTAGE:**  
**FORMING A SUSTAINABLE LOCAL FAMILY CHILD CARE ASSOCIATION**

**Acknowledgments**

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**Introduction**

The Professional Family Child Care Alliance of Georgia (PFCCAG) received funding in 2021 to increase the number of local family child care associations across the state by creating materials and developing and implementing an outreach strategy to facilitate this initiative. This manual was written to support the 2021 initiative and all Georgia local associations for years to come.

This manual contains guidance, instructions, and resources to be used in the formation and maintenance of successful local area family child care associations throughout Georgia. It includes topics such as why an association is useful and important to a community of providers, the difference between formal and informal associations, how to start an association, how to determine what your association benefits will be, organizing your meetings, membership strategies, business aspects of formal associations, and more.

We hope the information contained in this manual is useful to your organization during its start-up phase as well as its maturity.



## Overview

### What is a Family Child Care Association?

Associations form when a group of people in similar businesses or who have similar interests gather on a regular basis to support each other and their causes. Many professions, businesses, advocacy groups, and organizations have associations. The family child care industry has a national professional association – The National Association for Family Child Care (NAFCC) – and Georgia has a statewide association – The Professional Family Child Care Alliance of Georgia (PFCCAG). A Family Child Care Association is formed when at least three family child care providers in a community choose to meet on a regular basis to discuss issues relevant to their businesses.

Associations can be very formal with set meeting dates and times, officers, membership dues, by-laws, websites, and more. Associations can be very informal with members giving each other opportunities to gather and discuss issues and support one another. Associations can be small or large and choose to tackle large or small issues. Whether you are forming or a part of a formal or informal association, there are some commonalities. The most important thing about an association is the support it gives to its members.

Successful associations are characterized by:

- Having dedicated leaders
- Having clear goals that members agree on
- Encouraging and having active members
- Being safe places for members to share ideas and experiences
- Developing strong, trusting relationships
- Problem-solving proactively
- Being informed
- Preparing for the future

### Why Form a Local Association?

Local associations provide support in a specific geographic area that allows members to meet and discuss issues relevant to their communities. With the prevalence of virtual meetings, the reach of a “local” association can be broader than an in-person group; however, there are many

benefits to keeping local associations just that – local. Local association membership supports, empowers, and promotes leadership in family child care providers.

Local family child care associations provide a structure for members and affiliates to come together and discuss matters relevant to them. Local associations provide leadership and networking opportunities for providers in communities and a voice at the local level. Some advantages of being part of a local association include:

- A sense of belongingness and connection
- Meeting with people who do the same work in the same community
- Ability to address a local issue that affects everyone in the business
- Ability to get more immediate support for an issue
- Partnerships to support each other
- A voice in the community
- Networking
- Information sharing
- Discount opportunities for childcare purchases
- Opportunities to give back to the local community

This is not meant to be an exhaustive list, and associations may have a select set of benefits for membership. Members of local family child care associations report the connections, networking, and support of like-minded adults on whom they can count are the top benefits of being part of their associations. Providers who are engaged in professional support systems have been found to offer higher quality care than those who are not (Abell, Arsiwalla, Putnam, & Miller, 2014).

#### **Who are the Leaders in a Local Family Child Care Association?**

The leaders of a local association are typically the informal leaders in the local child care community. These are the providers who are “in the know” about issues and activities that affect family child care providers in the area and are the ones who get the word out to others about those matters. Leaders of a local association are enthusiastic and have the willingness to serve, work with others, and give their time to motivate and engage providers in their community.

#### **Who are the Members of a Local Family Child Care Association?**

The members of local family child care associations are typically family child care providers in the community the association represents. Members may be licensed or unlicensed (but legally operating) family child care providers. Some associations allow parents, community members, and staff from child care centers to be members. It is ultimately up to the association itself to determine who can be a member.

In the beginning, we recommend limiting membership to people doing the work of family child care. This would include licensed family child care learning home providers and any of their staff along with legally operating unlicensed providers in the area. Once an association is established and is showing sustainability, the leadership and current members can determine if membership should be expanded to include people more peripheral to the work. Membership may be offered at different levels to different types of members as you grow your association. For example, full members would have more privileges and benefits (i.e., voting, eligibility to hold office, etc.) than advocate or parent members.

## **Getting Started with Your Local Association – Organizing and Decision Making**

### **Forming a Steering Committee**

A steering committee is a group of people who will make the preliminary decisions about the association and who will get things started. In every line of work, there are leaders and followers. Leaders are the people who see how things can be better and motivate and empower others to work toward improvement goals. They champion the mission and empower the membership to act. A steering committee needs true leaders who can create, articulate, and develop a working plan to actualize the mission of the group.

The steering committee members starting a family child care association (formal or informal) must include at least two family child care providers. This committee can include other advisors who can help move association development forward. The members of the steering committee may be the future leaders or officers of the ongoing association, or they may be part of the start-up process alone. Ideally, a local association steering committee needs three to five members for success.

Once the steering committee is formed, the members need to make their first decisions:

- Nominate a chair and secretary
- Determine when and where the committee will meet
- Decide whether a formal or informal association will be started
- Develop a timeline for association development
- Develop a recruitment strategy
- Hold a preliminary member meeting

### **Formal Associations vs. Informal Support Groups**

The steering committee will need to make a preliminary decision about the type of association that will be developed. Some groups start off wanting a professional organization, and others want a support group. There are many benefits to both. Both types of associations offer support, opportunities to communicate about important issues involving family child care, and the sharing of common goals.

Characteristics of a formal association include:

- Support and empowerment of family child care providers in a specific geographic area
- Election of officers
- Board of directors
- Formal mission and vision statements
- Formal goals and objectives
- Strategic plan
- By-laws
- Articles of Incorporation
- Regular meetings with formal agendas
- Follows parliamentary procedures (i.e., Robert's Rules of Order)
- Charges dues for membership
- Has clearly outlined, tangible member benefits
- Offers member recognition

Characteristics of an informal support group include:

- Support and empowerment of family child care providers in a specific geographic area
- An identified leader who convenes the group
- Someone who takes notes and keeps a record of meeting dates and accomplishments
- Informal gatherings of providers

Regardless of the type of association the steering committee decides to develop, the key objective is to support and empower family child care providers in a specific geographic area.

### **\*\*\*DECISION POINT\*\*\***

**If your steering committee has decided to move forward with Formal Association development, please continue on the next page.**

**If your steering committee has decided to move forward as an Informal Support Group, please skip to page 30. If at any time your group decides to formalize, we recommend returning to this section of the Association Development manual.**



## **Formal Association Development**

If your Steering Committee has determined your association will be formal, or you are exploring your options, please continue reading this section. The development phase can take anywhere from three months to a year to complete. During this time, a Steering Committee begins the work, and the membership generated from those efforts will close this chapter of the process and start the next.

### **The First Formal Steering Committee Meetings**

Several decisions will be made at the first formal meetings of the steering committee, including:

- Select a chairperson and secretary
- Determine how often the steering committee will meet, when, and where
- Define “local” for the association
- Create a name for the association
- Identify and write down the association’s general mission and purpose
- Create SMART goals, including developing a timeline for launching the formal association
- Prepare for the launch
  - Determine how often, when, and where will the association itself meet
  - Identify who the members will be
  - Determine whether or not members pay dues, and if so, how much? How will payments be processed and accounted for? Where will the association have a bank account and what type?
  - Identify member benefits
  - Create a recruitment plan and/or membership drive
  - Develop membership guidelines
  - Decide if the association will incorporate
  - Decide if the association will apply for official non-profit status
  - Create a timeline for registering the association with the Georgia Secretary of State’s office as well as incorporation and/or non-profit status application
  - Draft policies and procedures
  - Draft budget (if applicable)
  - Form the nomination committee
  - Draft By-Laws\*\*

You can print the list above and use it as a checklist as you progress through the steps.

#### Selecting a chairperson and secretary

Formal nominations and elections are not needed at this point. The Steering Committee (SC) should request volunteers for these positions from within. As long as the SC agrees that the volunteers are suitable for the jobs, the positions can be considered filled.

The Chairperson is responsible for leading meetings and ensuring meetings are scheduled. The Chair should prepare an agenda for each meeting and follow up on action items between meetings.

The secretary is responsible for notifying the SC of all meetings and keeping notes at meetings. The secretary should be prepared to share information noted from one meeting to the next.

### SC Meeting Frequency

The SC should meet regularly at times the majority of the committee members can gather. These meetings can take place in person or virtually. Virtual meetings can make participation more likely and allows for more frequent meetings to take place.

SC meetings can vary in length, which depends on the action items at hand. We recommend in-person meetings last from one to no more than two hours and virtual meetings from one to one and a half hours.

It can take between 4 and 10 meetings for the SC to complete its tasks. The more cohesive the group and the more on-task the meetings can be, the fewer meetings will be required. Being strategic about what day of the week, time of day, and venue can help speed things along. Relationship building is also important during this development phase of the association. Some meetings may need to include team building or getting to know your agenda items. There are many options to choose from with a quick Google search. It is perfectly fine to take your time and build a firm foundation as action items are completed.

### Defining The Geographic Area

The SC will identify the preliminary geographic boundaries of the association. It is common for associations to be city- or county-wide groups. The first thing to do is download a licensed provider list from DECAL's "find child care" site.

<https://families.dec.state.ga.us/Provider/Data>

Select Family Child Care Learning Home

Select County or enter zip code

Click "Download file"

Be sure pop-up blockers are off.

The results will show in a separate window to download into an Excel file.

After looking at potential membership in various counties or zip codes, you can decide in which communities your association will start recruitment efforts and create an association name.

### Choosing a Name

Once you have determined where your members will be coming from, you can create an association name. In addition to a location word or two, there are several common terms typically seen in association names such as:

Professional

Family Child Care

Association

Alliance

Some examples of local association names are:

Barrow Family Child Care Association  
 Cobb Professional Providers Association  
 Georgia Premier Providers, Inc.  
 Gwinnett Family Childcare Association  
 Heart and Soul  
 Lilburn Family Daycare Association  
 Standing in the Gap 4 Children

When creating a name for your association, we recommend including “family child care” and some indication of a location. This helps everyone know who and where you are and what you are about.

As soon as a name has been decided, reserve it with the Georgia Secretary of State’s Office. Doing this will reserve the name of the association for 30 days while you determine whether or not the association will incorporate and complete that process.

#### General Mission and Purpose – Goals and Objectives

Writing formal mission and vision statements can take hours, weeks, or even months of meetings and often involves a facilitator. Since your association is just getting started, we recommend spending one or two meetings identifying and fleshing out the general mission and purpose of your association, followed by immediate goals and objectives. Once the association is established, you can decide when to take steps to revise this process and create a formal mission statement, vision statement, values list, as well as new or additional goals and objectives.

Discuss and write down the general mission or purpose of the association. This preliminary mission statement will be used in your marketing materials to assist with the recruitment of members and to let your local community know you exist. It is ok to have a preliminary mission statement as you get started and refine it in the future. Mission statements are typically one to three sentences long.

Here are some guiding questions to help with this process:

- Why have you created an association?
- What do you want your association to accomplish?
- How will you help your members?
- What value will we add to our community?

Here are some examples of mission statements:

- Chick-fil-A. “To be America’s best quick-service restaurant at winning and keeping customers.”



- Coca-Cola. “To refresh the world in mind, body, and spirit. To inspire moments of optimism and happiness through our brands and actions. To create value for making a difference.
- JetBlue. “To inspire humanity – both in the air and on the ground.”
- LinkedIn. “To connect the world’s professionals to make them more productive and successful.”
- TikTok. “To inspire creativity and bring joy.”
- Quality Care for Children. “For more than 40 years, Quality Care for Children’s mission has been to ensure that Georgia’s infants and young children are nurtured and educated so that every child care reaches their full potential by helping:
  - Child care programs provide nutritious meals and educational care to young children, so they are ready for success in school.
  - Parents access quality child care so that they can attend college or succeed in the workplace.
- Home Grown Child Care. “The mission of Home Grown is to increase access to and the quality of home-based child care.”
- PFCCAG. “To create a solid foundation, so all Georgia’s children are nurtured and educated to become happy, healthy, and prepared to succeed. We join all stakeholders to enhance the professionalism of family child care providers and create an environment that allows the profession to thrive.”
- NAFCC. “NAFCC supports and leverages a nationwide network of providers and partners in expanding and promoting the power of family child care, by connecting practice, policy, and research. We promote quality reflective of diverse, dynamic early childhood professionals and support all who care for, educate, and work on behalf of young children in home-based settings.

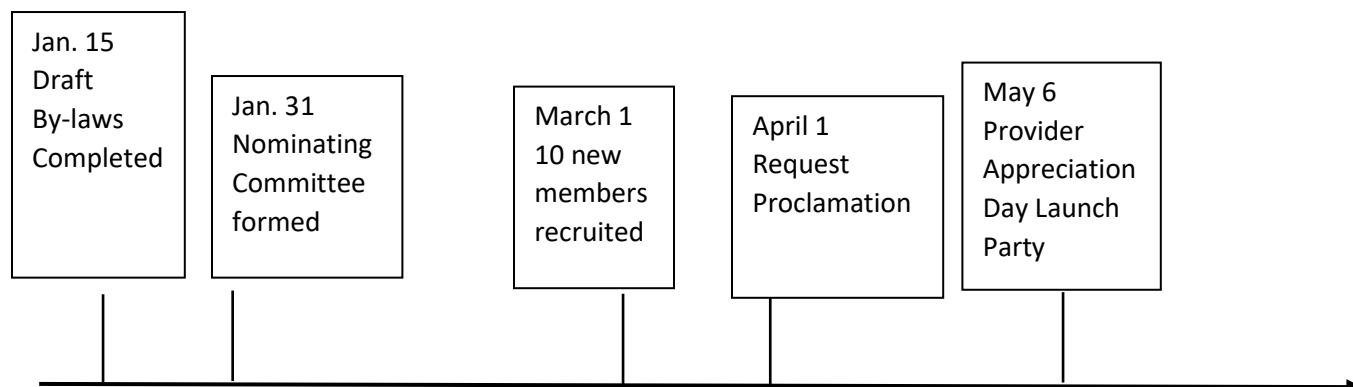
Next, write down some goals and objectives. Use the SMART technique for goal writing. Goals should be Specific, Measurable, Attainable, Relevant, and Timebound. Here are some examples of common goals for newly forming associations:

- The Steering Committee will draft a set of by-laws by January 15, 2022.
- The Steering Committee will recruit 10 potential members who will attend our first association meeting on March 15, 2022.
- The association will create a nominating committee to select candidates for our first election by January 31, 2022.
- The association will request a proclamation from the mayor (or another area official) for Provider Appreciation Day by April 1, 2022.
- The association will ask the local newspaper and/or news station to announce the proclamation within one week of receiving the proclamation.
- The association will host a membership and launch party on May 6, 2022 – Provider Appreciation Day.

Add accountability procedures to ensure the goals/objectives are met as anticipated. Assign specific people to tasks. Request intermediate steps and checkpoints for progress. Be prepared to extend deadlines or reassign people to tasks.

### Develop a Launch Timeline

After all the initial SC goals have been developed, a timeline should be written. The timeline comes from the goals. It can be done in a variety of ways such as on a calendar, in a list, or on a line. Using the examples above, the timeline would be:



The timeline should be monitored and adjusted as needed. Decide if these are soft or hard target dates. Leave space to add more goals that have deadlines attached.

### Preparing for the Launch

#### *Meeting Frequency and Location*

Successful associations meet on a regular basis. Members are well-informed of meeting dates, times, and locations. In the beginning, the Steering Committee sets the meeting logistics. As the association grows, member input will be important in determining future meeting dates and times.

Meetings of family child care associations typically occur in the evening during the week or on Saturday. It's important to consider competing alternatives for members' time. Consider the life stages of the potential membership. Think about evening church services, rec-league sports events, and fall Saturday afternoons that may interfere with maximum participation.

In-person association meetings often take place in the homes of the leadership or members. Many associations meet in churches, libraries, or restaurants. People are more likely to volunteer their time to attend a meeting when food is available. This is especially true if the meeting takes place in person in the evening after a long day of caring for children. Refreshments could be provided through association funds, potlucks, or bring your options.

Virtual association meetings can be conducted on a variety of meeting platforms. Access is key. Participants must be able to use technology and have the meeting platform on their devices. Some free options include Zoom, Microsoft Teams, Google Hangouts, Slack video calls, and Facebook live. Although some platforms have time or participant limits for their free services, it is possible to work around those limitations until funds may be available to purchase a more feasible option.

### *Membership*

The Steering Committee will develop preliminary membership requirements. We recommend that new associations limit full membership with voting privileges to current or former licensed family child care providers in good standing and any of their immediate staff. Once the association is established, the officers and/or membership can expand membership categories to others such as parents of children who are in family child care, community members, advocates, and possibly more.

Current family child care providers should be in good standing or compliant with regulatory agencies such as licensing, CACFP, and/or CAPS. Former family child care providers (those who retired or transitioned to other careers, etc.) should have been in good standing or compliant with regulatory agencies upon relinquishing or not renewing his/her license.

Provider members (including both active and former providers) are typically eligible to run for and hold officer positions, vote on association matters, and pay higher dues than other individual member categories. Once an association is established and has officers, a decision could be made to expand membership. This is often done to pull in members like unlicensed but legally operating family child care providers, relative care providers, and people exploring becoming family child care providers.

Some associations allow parents of children in the care of provider members to become non-voting, individual advocate members. Some providers choose to join parents of children in their care as part of enrollment fees. Allowing parents to be members boosts membership numbers and provides a wider audience for advocacy work that could directly affect those members.

Some associations allow other non-provider members, including community advocates, community stakeholders, parents who formerly utilized family child care, adult children who were formerly cared for in family child care, former family child care program staff, family members of the association members, etc. It is often tempting to invite child care center staff, directors, and owners to be part of a local association. While giving an opportunity to center-based care staff could increase membership and revenue for the association, it is easy for center-based care members to overwhelm the association. Having too many active, non-provider members who attend meetings, vote, and hold office is counterproductive to the mission of the

association and often changes the intention, mission, vision, and purpose of the association. We recommend using an abundance of caution when expanding membership outside the circle of family child care.

### Charging Dues

Membership dues typically vary by membership type. Once membership categories have been determined, a membership dues structure can be developed.

As described above, most local associations start with current and former family child care providers who will be able to vote and potentially hold office. Membership dues for these “full” members typically range from \$20 - \$100 per year (2021 rates). Some associations have members pay larger dues amounts in quarterly installments. Dues-paying members typically enjoy more benefits and opportunities within the association than others.

Some associations choose to join every eligible provider within the boundaries of the association in name only. Others offer a \$1.00 membership fee per person, and still others offer options for non-members to participate in specific activities for a fee that could translate into a type of membership.

Once members begin paying dues, the association must identify who will be tracking memberships, income, and handle banking and record keeping. A bank account will need to be started. We recommend working with a small, local bank; or finding an online banking institution to keep costs low. In the beginning, an association will need a place to hold deposits. Once the full scope of work has been identified, associations can determine expected outflows and decide if checks are needed or if a debit card and/or electronic transfers only will be sufficient. Most local associations have a checking account and use a combination of paper checks and a debit card to handle expenditures. Many associations are moving away from paper checks and toward all electronic transactions.

Record keeping is essential once applications for membership are required, and funds are being exchanged. If the Steering Committee chair and/or secretary is not comfortable with this detailed level of record keeping and money management, we recommend finding a qualified and dedicated person to keep documentation and make financial transactions. See more about selecting a Treasurer in the Electing Officers section of this manual (page 19).

### Member Benefits

The most powerful benefit of being part of a local association is just that – being part of a group of like-minded people doing the same work with similar goals and purposes in mind. Being a part of a formal, professional association has been shown to increase attitudes and quality of care by providers.

Other than having a support group to decrease isolationism and increase connection, being a part of a local association benefits providers by having a louder, more unified voice on advocacy issues. Membership in an association means that when a statement needs to be made to lawmakers or stakeholders or the childcare community, the group can come together to craft a message and choose a representative to share it rather than doing all of these things as a single person.

Other common member benefits include:

- Information sharing and inside access to news related to the field
- Advocacy supports including information on how to share their messages with decision-makers
- Networking opportunities
- Tangible items
  - Discounts at national retailers (e.g., catalog companies that sell child care products)
  - Training opportunities that result in BFTS hours
  - Professional development opportunities
  - Advance registration and discount fee opportunities
  - Potential awards/recognitions
  - Potential competitive advantages

Individual associations can select some or all of the examples listed here and develop their own benefits or membership incentives. Some area-specific benefits could be registration or participation opportunities in a local event (e.g., Christmas parade; fall/spring festival; chili cook-off). These types of events benefit members by allowing participation at a reduced or no-cost rate, advertising/recognition, and possible funds for special projects (as could be the case with a chili cook-off that comes with a cash prize or a free booth to sell fund-raising items that would support the individual provider's program). There could be special discounts at locally owned businesses for provider members and, by extension, the families in their care.

### Recruiting Members

The Steering Committee will need to recruit potential members for the association. The SC may want to create an ad-hoc committee to accomplish this goal. People tasked with recruitment should be passionate and articulate about the benefits of membership.

There are many ways to recruit provider members. Techniques from making phone calls or sending emails using a script to designing fliers and mailers can be employed. Developing a social media presence and website is also useful in the digital age. It is common to have a simple membership application. An example can be found in Appendix A along with a sample interest form if people are not ready to commit to membership.

Once the SC has determined the recruitment area, lists of licensed family child care providers can be found using the download part of the Find Child Care DECAL webpage.

[www.decal.gov](http://www.decal.gov)

Find Child Care

Scroll to the bottom of the page

Click on “Download Provider Data”

Select Family Child Care Learning Home

Select the County or enter a zip code

Click “Download file”

This process will result in an excel spreadsheet listing the licensed family child care providers in the selected County or zip code. To gather lists in multiple counties or zip codes, follow the same process outlined above selecting the additional area parameters. This listing provides the names, mailing addresses, emails, and phone numbers that the providers supplied DECAL licensing and entered into the KOALA system.

When developing a recruitment script or materials, it is important to include:

- Name of the association
- Mission statement
- Benefits of membership
- Costs of membership
- Contact information and/or links to social media/website

When dividing up the recruitment contact list, the committee should look to see if they know any potential members. Personal contact from a known party can go a long way to getting a person to join or at least attend an information session to learn more about being a member.

The Recruitment team could hold a membership drive or event and include incentives. Hosting an information recruitment meeting with free snacks and door prizes or quick, fun make-and-takes is an excellent way to get people in the room to hear about the opportunity to be part of the association and share membership materials. Many providers will join on the spot. Other incentives might be including new members who join by a certain date in a gift card or gift basket drawing. The prizes could be donated by local community members, including families in care.

The Recruitment team may choose to combine methods. If an event is planned, use the call/email script to share information about the association while inviting people to the event. Advertise the event on your group’s Facebook page. Email providers evites to attend recruitment events.

### Membership Guidelines

The Steering Committee will set the initial membership guidelines or rules. This includes things such as when to pay dues, the number of meetings required to be in attendance, hours members

need to dedicate to your organization, and/or a behavioral code of conduct. These are governing rules and are commonly found in associations as they help uphold a standard of participation, the reputation of the organization, and can decrease conflict. We recommend starting with a few, basic rules, and once membership increases, build in more over time.

### Incorporation

The Steering Committee may choose to take steps toward Incorporation or wait for a slate of officers to be elected before doing so. Many associations choose to be incorporated. If the association chooses to be incorporated, notification must be filed with the Georgia Secretary of State's Office. If the SC chooses not to file, the association will remain for-profit and must adhere to the rules of sole proprietorship. An association can start banking as a sole proprietorship before incorporation and convert the association status at a later time.

It is advised that an attorney be consulted about developing articles of incorporation and completing all necessary registrations and documentation. To engage a pro bono (no cost) attorney, you can look for someone local with whom to create a relationship and get pro bono support. You can use the Georgia Bar Association's pro bono search site as well <https://gabar.reliaguide.com/home>. We recommend starting close to home and asking others if they know someone who might be able to offer free services.

The State of Georgia requires that all incorporated organizations register with the Secretary of State's office. Whether or not the association chooses to incorporate, the association may need or choose to develop Articles of Incorporation and By-Laws. Details about drafting these documents can be found in later sections of the manual.

You will need to gather the following information to be able to register with the Georgia Secretary of State's office:

- Name of the corporation or a valid name reservation number
- Name and address of the person filing for the corporation
- A valid email address
- Mailing address of the principal office (Board chair) \*
- Name and address of the registered agent (may be Board chair and one or two other officers) \*
- Name and address of each incorporator (typically the executive board) \*
- Number of authorized shares for a profit corporation
- Any optional provisions you need to add to your articles of incorporation
- Articles of Organization (<https://sos.ga.gov/cgi-bin/corpforms.asp> form CD 030)
- A form of payment. Depending on how you apply, your form of payment will be one of the following: credit card; (MasterCard, Visa, American Express, and Discover Cards), check, cashier's check, or money order.

*\*If you are incorporating before holding your first elections, you can enter the Steering Committee's contact information when registering the association. Editing these names and addresses can be done after elections.*

You can register a corporation online, by mail, or in person. Applications can be expedited for additional fees. Each registration method has different processing times and expedite options. See Appendix B For detailed instructions to register your association.

### **Next steps**

Within 90 days of incorporation, each Georgia corporation must file an initial annual registration that lists three principal officers with the Secretary of State. The fee is \$50.00 for for-profit and professional corporations, and \$30.00 for nonprofit corporations. Corporations that form between October 2 and December 31 must file the initial annual registration between January 1 and April 1 of the next calendar year.

Each year, you must file an annual registration for your corporation between January 1 and April 1. If you do not, your corporation will be administratively dissolved for failure to file your annual registration. You may file an annual registration for a period up to and including 3 calendar years in advance.

### **Non-profit Status**

The Steering Committee can decide the association's tax exemption status. Associations have two choices for being tax-exempt, charitable organizations according to federal definitions.

501(c)3 status associations are exempt from federal income tax, may be exempt from other state and local taxes, includes educational groups, and allows for the dues and donations to be tax-deductible charitable contributions. Providing education is a key component in qualifying for this tax-exempt status. This can be accomplished in a number of ways that can but do not require training registered with the Georgia Professional Development System (GaPDS). Lobbying and/or advocacy work can happen but must remain an "insubstantial" amount of the group's work. It is still possible to share legislative issues with the membership, inform members and stakeholders of the association's position on political matters, and help members and affiliates know how to advocate on an individual level. 501(c)3 associations are more likely to be eligible for grants.

501(c)6 status associations are exempt from federal income tax, include businesses that engage in activities to promote the common business interest of members, and allow substantial lobbying and other legislative activities. These associations are typically not eligible for grants.

### **Drafting Articles of Incorporation\*\***

Articles of incorporation are a set of formal documents filed with the state to legally document the creation of a corporation. The articles of incorporation in Georgia must include the following information:

- Name of the corporation



- Type of entity
- Corporate mailing and street address
- Name, street, and mailing address of the registered agent
- Incorporator's name, street, and mailing address
- The names and mailing addresses of the corporate directors
- If the association is a non-profit, a statement must be included to explain that there are no shares, equity, or dividends shared with members.

A sample Articles of Incorporation document can be found in Appendix C.

### Drafting By-Laws\*\*

The by-Laws of non-profit associations are the legally binding rules that govern the organization. They outline the structure of the organization and guide the Board in conducting business. They can be thought of as a basic operating manual for the association. By-Laws may be similar across organizations but should include parts that are unique and specific to the individual association.

Here are some key things to keep in mind about By-Laws:

- By-Laws can be changed without officially filing the amendments with the Secretary of State.
- By-Laws should be reviewed by the Board at least every two years.
- By-Laws can be amended and should be when there are significant changes in the mission and/or operation of the association.
- By-Laws should reflect how the individual organization operates.
- Board members have a responsibility to understand the By-Laws and ensure they are followed.
- Failure to follow By-Laws can open the association to lawsuits.
- By-Laws can be shared with the general membership and the public if desired.
- By-Laws that are simple, flexible, and easily understood often yield the most success for associations. They are the operating manual that should be referenced regularly.
- By-Laws must comply with any applicable federal and state laws.
- Changes to By-Laws must not conflict with the association's Articles of Incorporation. If it is found that conflicts exist, amendments to both documents may be necessary.
- By-Laws and any amendments must be reported to the Internal Revenue Service on the IRS Form 990.

**\*\*NOTE:** In Georgia, an association that has 50 or fewer members can set up a statutory close corporation and not have to have By-Laws but will have to register with the Secretary of State's office. Statutory close corporations can eliminate the board of directors, all board meetings, and minutes of meetings. It may be prudent to start the association without these formalities and give the officers and membership time to properly develop them. There may be tax implications for the individual named as the owner of the association. Please consult your personal tax advisor on this matter if the association is choosing this option.

We recommend that regardless of the size of the association that officers/board members be elected/selected, meetings take place regularly, and meeting minutes be kept. If the Steering Committee chooses to be a statutory close corporation, adding a statement to that effect is required when filing the Articles of Organization.

A sample set of By-Laws can be found in Appendix D.

### Money Matters

Once the association decides it will receive funds (dues, donations, etc.), money matters must be attended to. An EIN (Employer Identification Number) must be obtained, a bank account must be established, a preliminary record keeper must be identified, and the association must be registered with the Georgia Secretary of State's office. The association's incorporation and non-profit status must be determined, and paperwork filed appropriately.

Steps to establish an EIN can be found here: <https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online>

The person applying online must have a valid Taxpayer Identification Number (EIN from your personal business or a Social Security Number). Employer Identification Numbers are issued for the purpose of tax administration and are not intended for participation in any other activities (e.g., tax lien auction or sales, lotteries, etc.).

The EIN can be used to establish the association's bank account. The EIN holder will establish the bank account as "Doing Business As" and use the association's name. If decisions are made in the future that change the EIN, its holder, the name of the association, or any other pertinent banking details, the initial bank account can be closed and a new one opened with updated information. Check with your bank about its procedures for changes in these aspects of the association as they happen.

NOTE: There are tax implications for creating a sole proprietorship for the EIN holder. Check with your personal accountant regarding this.

Opening a business bank account is easy once you've picked your bank. Simply go online or to a local branch to begin the process. Here are some of the most common documents banks ask for when you open a business bank account. Some banks may ask for more.

- Employer Identification Number (EIN) (or a Social Security number)
- Your business's formation documents
- Ownership agreements (if any)
- Business license (if required)

As the association strengthens and approaches the first election of officers, it is important to consider how it will establish a Treasurer. Some associations elect Treasurers just like any

other officer. Some associations elect Treasurers who qualify to be on the ballot by having some type of finance background. Other associations appoint a Treasurer who by trade works with finances. Very small associations often combine the Secretary and Treasurer responsibilities into one position. It is recommended that the Steering Committee develop a job description and set of qualifications (if any) to inform the process of putting a Treasurer on the Board.

It is recommended that larger associations find a local person in the field of finance (accountant; bookkeeper; banker; etc.) to appoint to this position as money matters are often more complex for large associations. Small associations that have limited financial transactions typically managed well with a math-minded, responsible record-keeping person from its membership. Whoever is responsible for the association's finances, must be able to manage funds responsibly, maintain the bank account, and file any appropriate tax documents.

501 (c) 3 status associations will be required to file Form 990 annually. In general, exempt organizations have an annual reporting requirement although there are some exceptions. Most small tax-exempt organizations that have an annual reporting requirement can satisfy the requirements by submitting Form 990-N, Electronic Notice (e-Postcard.) Form 990-N is submitted electronically, there are **no paper forms**.

An organization eligible to submit Form 990-N can instead choose to file Form 990 or Form 990-EZ to satisfy its annual reporting requirement.

Small tax-exempt organizations generally are eligible to file Form 990-N to satisfy their annual reporting requirement, if their annual gross receipts are normally \$50,000 or less.

- Gross receipts are the total amounts the organization received from all sources during its annual accounting period, without subtracting any costs or expenses.
- Gross receipts are considered to be normally \$50,000 or less if the organization:
  - Has been in existence for 1 year or less and received, or donors have pledged to give, \$75,000 or less during its first taxable year;
  - Has been in existence between 1 and 3 years and averaged \$60,000 or less in gross receipts during each of its first two tax years; and
  - Is at least 3 years old and averaged \$50,000 or less in gross receipts for the immediately preceding 3 tax years (including the year for which calculations are being made).

Further information about 990 filings can be found here:

<https://www.irs.gov/charities-non-profits/annual-electronic-filing-requirement-for-small-exempt-organizations-form-990-n-e-postcard>

For-profit associations are required to file business taxes annually. Associations that are incorporated as sole proprietorships will file via the EIN holder. This means that whoever holds the EIN will need to include a Schedule C for the association in his/her personal income tax filings

annually. Associations that are incorporated as a business will file a corporate tax return annually (IRS form 1120). Regardless of any net profit, corporations are required to file Form 1120 annually. Details and instructions about Form 1120 can be found here:

<https://www.irs.gov/forms-pubs/about-form-1120>

### Preparing for the First Election

#### **Job Descriptions for Executive Board Offices**

The Steering Committee should draft a set of non-binding job descriptions for the various positions on the board. The descriptions should include the general expectations of the person holding each position or office. As the association develops, the job descriptions can change.

Job descriptions for all officer positions included in the election should be drafted and given to all potential candidates. The Nomination Committee can be included in the drafting and distribution processes.

Sample job descriptions for President, Vice-President, Secretary, and Treasurer can be found in Appendix E.

#### **Qualifying Requirements to Run for Office**

The Steering Committee will set the initial qualifying requirements for the Nominating Committee to use in vetting nominees for offices. Typically, nominees meet the following requirements:

- Are members in good standing
- Dues are current
- Submitted all nominations materials
- Are willing to accept office if elected

#### **Nominating Committee**

When it is approaching time for the association to have its first election, the Steering Committee should appoint a Nominating Committee and in cooperation with those members create procedures for nominations and elections and write job descriptions of officers. If the Steering Committee has drafted By-Laws, these items may already be developed. If not, what is developed here can be included in a set of By-Laws. The purpose of the Nominating Committee is to present the Board or membership with a slate of candidates for upcoming officer positions. The Steering Committee will determine what offices will be elected versus appointed.

The Nominating Committee can include people currently serving on the Steering Committee, new members, potential members, and/or community members. There can be as few as two people making up the Nominating Committee. Nominating Committee members cannot be seeking to be a candidate in the upcoming election. Committee members must be willing to meet and work individually between meetings to:

- develop procedures
- set a date, time, and method for holding the election
- set a timeline to complete the nomination process
- strategize about which members or potential members would be good candidates for positions
- contact members/potential members about the opportunity to serve
- approve nominations that are submitted
- present a slate of candidates for a ballot
- notify applicants that they have been accepted as candidates
- create a ballot
- distribute ballots
- determine who will count votes and how results will be reported to the Steering Committee and membership

It is common for Nominating Committees to develop a simple application for candidates to let the committee know more about them and ensure their willingness to accept a nomination. It is common to allow people to self-nominate. You can find examples of procedures and an application in Appendix F.

Future Nominating Committees may be charged with seeking applicants for general Board member openings. A Board may function successfully with its executive officers, but it may choose to expand and add committees or member-at-large positions.

### **The First Election**

Most associations elect a President, Vice-President, and Secretary. The Treasurer may be elected or appointed. The secretary and treasurer positions can be combined. As the association grows, additional board positions may be included for election or appointment. For the first election, all elected positions will be listed on the ballot. In subsequent elections, positions will be elected based on what has been stated in the By-Laws which typically state alternating-year elections. For example, the President and Secretary are elected at the same time, and the Vice-President and possibly the Treasurer are elected in a different year from the President and Secretary.

It is recommended that boards have an uneven number of officers so that there can be a majority of votes and no ties. When associations are starting out, having a standard slate of executive officers can be accepted until more office positions and board members can be added. Some boards include a corresponding secretary or one or more committee chairs to create an uneven number of voting board members. Here are some suggested committees:

- Membership
- Ways and Means (fundraising)
- Social

- Communications

One way a board can start with a standard slate of officers and deal with potential tie votes includes appointing an ex officio or ad hoc advisory member of the board that has no voting power other than to break a tie vote. Another option is to create a policy that all ties go to a full membership vote. Creating policies and procedures as the Board matures and grows will inform these processes.

In the first election, all offices will be voted on. To stagger the elections in the future, the Steering Committee can make a procedural decision rule to elect all officers in year one. Two officers will serve a single year and be up for re-election in year two. Two officers will serve a two-year term and be up for re-election in alternating years. It may be that the Steering Committee or Board decides to have different term limits for different officers, for example, the President might serve a three-year term and an additional year as Past-President.

These decisions need to be factored in when scheduling elections in the future, and term start/end dates should be kept in the record for reference by subsequent nomination committees. Whatever is decided regarding term limits and election year cycles should be written into the By-Laws and officer job descriptions.



**Congratulations! If you have made it through all the processes to this point, you have a new, official, local family child care provider association. The next section of this manual will provide tips and guidance for maintaining and sustaining the association for years to come.**



## **The Association's First Year**

There are many things the newly elected officers and members can do in the first year to continue the momentum of the association, build on the foundation the Steering Committee laid, and set yourselves on a path to success in the future. This section contains suggestions for a fledgling association to consider during its first year of operation.

### **Board Best Practices/Ongoing Sustainability**

#### **Onboarding**

It is important to have a plan to support new Board members as they join. Even the first slate of officers can benefit from an onboarding plan and can enhance that plan during their years of service. Some things to include or consider for your onboard plan include:

- Celebrate new members with a social activity to welcome them aboard. Here are some suggestions:

- Give a little gift at the first meeting like a new pen and notepad
  - \$5.00 gift card to Starbucks or a local restaurant
  - Anything inexpensive that speaks to the accomplishment and that person's interests
- Issue a copy of the By-Laws; Articles of Incorporation; and any policies or procedures in place
  - The Secretary and Treasurer need copies of the Incorporation with the Secretary of State's Office and the IRS determination letter (if/when the association is officially a non-profit)
  - Current membership list

At the first meeting of the new Board, be sure to include a team/trust-building activity at the beginning. Continue to include activities that help the Board get to know each other. Some examples in addition to the standard "what is your name", "where are you from", and "how many years have you been in the business" are:

- Two truths and a lie
- Scavenger hunt
- Would you rather?
- Skills – what is something you can do that you don't think anyone else would choose to share

For more options and instructions for these selections, go to

<https://www.indeed.com/career-advice/career-development/icebreaker-ideas-for-small-groups>.

## **Policies and Procedures**

The Steering Committee may have started this process before the first election. The first Board can continue or begin this process. Policies and procedures are not part of the By-laws but are important documents that guide processes as the association matures. The association can designate that only officers create the policy and procedure guide, or general members could be engaged to move this process along.

Whichever members of the association are tasked with this project should brainstorm what policies and procedures are needed. As new needs arise, this group of people can re-engage to update the guide.

A policy is what the association does. It identifies decisions the group makes and provides a type of guarantee that the decision will be carried out. An example of a policy is, "The Association will reimburse travel expenses for authorized member attendance as specified events. The amount of the reimbursement will correspond to the amount noted in the Association's annual budget."



A procedure is how the policy will be implemented. It is the step-by-step guide for carrying out a policy in a consistent way.

An example of the subsequent procedures could be:

- All travel reimbursement requests must be pre-approved by the Board President and Treasurer and be included in the annual budget.
- All requests for reimbursement must be made in writing and addressed to the Treasurer.
- The Treasurer will review the request, and if approved will provide that information in writing to the requesting party.
- All reimbursements will be made by electronic transfer to the requester's designated account.
- All reimbursements are subject to funds availability.

All policies must be consistent with the association's By-laws. Any motions passed by the association board or membership that involved policies must be added to a Policies and Procedures Manual (PPM). It is often the case that a policy decision is made and added to the PPM that requires additional work to create corresponding procedures. The PPM should be reviewed annually and updated appropriately. The revised document should be presented to the Board for approval. A copy of the PPM should be accessible at each association meeting.

### **Association Meetings**

It is important that members have opportunities to come together as a group and participate in the association's business. Meetings should take place when most members and all officers would be able to attend.

Here are some tips for hosting successful meetings that keep people coming back:

- Convenient meeting date, time, and location
- Use virtual meeting platforms when appropriate (i.e., Zoom)
- Send reminders to membership at least twice prior to each meeting
- Have refreshments or have members bring their own dinners (or lunches, etc.)
- Consider a potluck for meeting nights
- Have something fun to do at the meeting
- Have a warm greeting
- Use name tags
- Manage expectations
- Create and maintain a safe and supportive environment
- Consider having a Bright From The Start approved training for part of the meeting
- Set an agenda and stick to it

A sample agenda can be found in Appendix G.

Most association meetings include a business portion and a social portion. Some may include a training component. During the business meeting, committee and/or officer reports are presented and reviewed and minutes are taken. During the social part of the meeting, have some fun! No minutes need to be taken. Spend this time enjoying each other's company. Have a fun activity like a make-and-take or show-and-tell, etc., to keep members interested.

There are many other ways association members can gather to learn and build rapport. These gatherings could include children and families in care with members. Between formal meetings, an association could coordinate or host activities such as:

- Field trips
- Provider appreciation event with certificates, awards, and/or a meal
- Toy/equipment exchange
- Holiday parties
- Book clubs
- Book exchange
- Storytime
- Professional Learning Community (PLC) meetings

If the association would like to form a PLC, your Child Care Resource and Referral agency has PLC facilitators available. Some PLCs offer Bright From The Start training credits, but most do not. A PLC brings professionals together to foster collaborative learning. It is often used in schools as a way to organize teachers into working groups of practice-based professional learning. PLCs typically meet for 90 minutes at least three times over several weeks. PLCs are led by trained facilitators, and the members drive the topics and direction of the group.

### **Parliamentary Procedures**

The Board should determine whether standard parliamentary procedures will be used during meetings or some other way of keeping order. The standard procedures can be found in Robert's Rules of Order and are summarized in this section. Most associations use at least some of Robert's Rules during the formal parts of meetings.

#### General Announcements and Meeting Facilitation

There are some common procedures for the President to follow at each meeting:

- Call the meeting to order on time
- Announce the business before the group as printed on the agenda
- Ensure the agenda is followed
- Determine the presence of a quorum (as defined in the association By-Laws for voting purposes) \*
- Recognize members who want to speak during the formal part of the meeting

- Process all motions
- Rule on points of order
- Conduct the meeting

\*Depending on what is written in the association By-laws, a quorum may be needed for any voting that takes place during the meeting. Quorums are typically half the members plus one, and in some cases are two-thirds of the members. If there are no motions made, a quorum is not necessary to carry out other business.

### Motions

When there is an action item that needs to be voted on, a member makes a “motion.” For example, “I move that we adopt the meeting agenda as presented.”

Then someone “seconds” the motion. (“I second the motion.”)

The Secretary should record the name of the person who brought the motion and who seconded it. If the meeting is happening on a virtual platform, it is helpful if the people making the motion and seconding it state their names. It is ok for the Secretary to confirm the names of the motion makers before moving to the next step.

After a motion is made and seconded, the Board President will ask if there is any discussion on the motion. It is important to note that no other business or discussion can happen until the motion at hand is resolved.

### Resolving Motions

After all, questions have been answered and comments have been made, it is time to close the discussion and bring the motion to a vote. The President will say something like, “if there is no more discussion, all those in favor say ‘Aye’.” Then, everyone in favor votes. The President then says something like, “any opposed say ‘Nay’.” Then everyone against the motion votes. The Secretary records the results. Some members may not vote, and a request for any abstentions should be made and recorded. It is important for association leadership to encourage members to vote.

A voice vote is typically enough for the president and secretary to determine if the vote has passed. In some cases, boards want an exact count of votes in the record. An association can decide if a simple voice vote or a roll-call vote is needed. A roll-call vote requires that the Secretary read the names of all members present at the meeting and record their individual votes.

Once the motion is voted on, the President will say whether the motion carries (passes) or fails. This is entered into the minutes, and the next order of business is addressed.

### Tabling Motions

This procedure is not explicitly stated in the official Robert’s Rules of Order but is an accepted practice in some cases. An example of a time to table a motion could be when the discussion is heated, or it becomes clear that there are many questions or questions that cannot be answered during the meeting. Tabling a motion may be appropriate if there is much

discussion to be had, but the end of the meeting time is approaching. If a motion is tabled, it must be listed on the next meeting agenda and addressed early on in the meeting.

### Errors in Procedure

It is common for association members to violate the “rules”. Many associations and organizations find themselves discussing the motion before it is made. It is up to the President of the association to guide the membership out of the discussion if it is apparent that the matter needs a vote. Sometimes this out-of-sequence situation occurs when action items are on the agenda, and many times when they spring up out of a conversation among the members and become action items during the meeting.

### Friendly Amendments

Once a motion is made, seconded, and discussed, it may require a change before the vote. Friendly amendments are typically made when a member who supports the motion adds something to it to strengthen or clarify the motion. An example of this could be that a motion has been made to accept the minutes from the prior meeting as presented. During the discussion, people notice an error and request a correction be made. Someone could say, “I’d like to make a friendly amendment and have the motion state that we agree to accept the minutes as corrected.” The person who brought the motion to the meeting, would then accept, or refuse the amendment. If accepted (which is common), the vote proceeds as usual. When an amendment is added, the President should repeat the motion as amended for the record before asking for a vote.

### Keeping Order

The President of the association is looked to for keeping order. Some associations have a parliamentarian appointed to help keep order and to be consistent with procedures. Members who are very familiar with and have a deep commitment to rule following will often speak up during meetings to help keep things in order even if they are not officially the parliamentarian.

It is also important to remember that the association’s By-laws are also rules, and if the Board has written procedures, those are used as well to keep order. It is recommended that a copy of any rule/order-keeping document be available at meetings.

### Consensus Building

Consensus building is a tool that can be used when the leadership or an individual member shares an idea that others openly disagree with. It means coming to an overwhelming agreement even if a few members are not on board or some aspect of the decision is not agreed upon in total. Consensus building can happen during a meeting or between meetings depending on the nature of the disagreement and any time constraints during meetings.

It is important to develop consensus to secure support for a new idea, get input and make adjustments to an action plan, and ultimately have a decision that the membership can fully support. Consensus building involves validating all opinions on the matter. The leader should encourage any dissenters to articulate their argument (in a professional manner). Facilitate communication among members. Help bring out the pros and cons of each side of the matter. Break down the issue into smaller parts to see which aspect of the issue is the root of the disagreement.

There will not always be time during formal meetings to build consensus nor is it appropriate to have every issue become a debate that requires consensus building. Thinking in advance of the nature of an issue or matter being brought before the Board or to the membership and how members might react can help determine when to start the consensus-building process. It may be useful to stop the discussion during the meeting to regroup, and seek advice from an expert or confidant outside the association (i.e., a member of the state Professional Family Child Care Alliance of Georgia, a licensing consultant, or a Quality Rated technical assistance specialist).

### **Maintaining and Gaining Membership**

The key to a sustainable association is membership. An association must have members to gather, generate ideas, support each other, and share the workload. It's important for association leaders to realize that there are two types of members – workers, and observers. The observers often outnumber the workers, but the observers are critical members, nonetheless. Association leadership should expect to have fluctuating membership.

Maintaining and adding members is important for several reasons:

- Members pay dues which is typically the bulk of the association's income
- Many hands make light work
- Future officers and leaders are needed
- There is strength in numbers
- Diversity in opinions enhances association activities and achievements

Membership benefits are often the “draw” that attracts members, and the meetings and achievements of the association keep them year to year. Members join to meet professional and social needs and reap the stated benefits. Revisit the benefits of membership and meetings sections of this manual and make adjustments if providers are not joining or renewing memberships.

As the association grows, it may be useful to gather information about member needs and skills. A sample membership survey can be found in Appendix H.

## **Communications**

Trust and transparency are crucial to the success of any organization, particularly local family child care associations. Communication is a key component to this end both during and between meetings.

When the association membership meets together, some keys to successful communication include:

- Using name tags during meetings and activities to help members get acquainted with each other
- Always respect differences (i.e., cultural, racial, ethnic, generational, etc.)
- Acknowledge everyone who would like to share (implement time limits if you have some chattier members to help keep the meeting on track)
- Create community agreements (aka ground rules), and follow them
- When there is disagreement, employ negotiation, consensus building, and parliamentary procedures to maintain order and continued participation
- Set an agenda. Ask people to submit agenda items before the meeting, and have time during the meeting for an open forum
- Maintain confidentiality

Between meetings, continue to provide information to and engage with members and potential members. Some options for between meeting communications include:

- Posts on social media
- Electronic newsletters
- Periodic emails with relevant information that cannot wait for the next meeting
- Calls to committee members or members who need support
- Birthday or other special occasion shout-outs
- Refrain from gossiping or repeating confidential information

## **Mission, Vision, Goals, and Values**

Mission and Vision statements can take hours, weeks, or even months to finalize. The Steering Committee likely started this process, and the association members can continue it. It is important to share the expected time commitment to those involved in the process of formalizing the association's mission and vision statements as well as adding goals and values.

A mission statement is a short explanation of why an association exists, its overall goal, and its primary base of membership or operation. Effective mission statements reflect the organization and its purpose and are clear and concise. Mission statements can be updated periodically during the lifetime of the association.

Utilize the information presented in the early part of this manual along with the foundational work from the Steering Committee to proceed with the formal process of creating these objectives. If an association becomes large and has the funds and desire to go through a facilitated process for revising these items, a professional can be engaged through a contract to support that effort.

### **Succession Planning – Continuous Recruitment and Development of Leaders**

It is important to plan for the future even when just starting out. Leaders need to be recognized and cultivated to ensure it is possible to pass the torch. The association's By-laws will have identified term limits for officers. Leadership development will support the probability that different people will rise to the occasion of serving as an officer in future elections. Leadership development and becoming an active committee member, committee chair, or elected officer is one aspect of provider professional development.

Associations should offer continuous recruitment efforts. It is extremely rare that an association would have all the potential members in the region join. Those who have not joined right away can be communicated with to be sure they know the opportunity continues to be a member. New family child care providers come into the business periodically. The association should develop a way to know when a person in the region is interested in becoming a licensed family child care learning home as well as when people obtain licenses.

As goals are created and these aspects of the association more fully developed, it may be useful to create committees. Committees can engage members and encourage more participation as well as spread the workload around. Some examples of committees and their descriptions can be found in Appendix I. Examples of committee reports can be found in Appendix J.

### **Summary and Send Off**

At this point in the process, you are well on your way to having a strong, sustainable, active local association. The PFCCAG looks forward to seeing your progress and outcomes. The state association is here to support you and provide information that keeps the progress going.





## Informal Associations – Support Groups

Associations with the formality of officers and by-laws and incorporation are not what all providers are interested in committing to. In some areas, a group of providers who gather regularly to support each other in their work and lives is most appropriate. These are informal local associations and are just as important and meaningful to their participants as those who are members of the formal groups.

Successful informal associations are characterized by:

- Having providers willing to gather together periodically throughout the year
- Having a few participants willing to coordinate and/or lead meetings and take notes
- Encouraging area providers to attend and participate in gatherings
- Being safe places for members to share ideas and experiences
- Developing strong, trusting relationships
- Problem-solving proactively
- Being informed
- Preparing for the future

### Why Form a Local Association?

Local associations provide support in a specific geographic area that allows members to meet and discuss issues relevant to their communities. With the prevalence of virtual meetings, the reach of a “local” association can be broader than an in-person group; however, there are many benefits to keeping local associations just that – local. Local association membership supports, empowers, and promotes leadership in family child care providers.

Informal local family child care associations provide a network of support for members to come together and discuss matters relevant to them. Some advantages of being part of an informal local association include:

- A sense of belongingness and connection
- Meeting with people who do the same work in the same community
- Ability to address a local issue that affects everyone in the business
- Ability to get more immediate support for an issue
- Partnerships to support each other
- Networking
- Information sharing
- Opportunities to give back to the local community

This is not meant to be an exhaustive list, and associations may have a select set of benefits for membership. Members of local family child care associations report the connections,

networking, and support of like-minded adults on whom they can count are the top benefits of being part of their associations. Providers who are engaged in professional support systems have been found to offer higher quality care than those who are not (Abell, Arsiwalla, Putnam, & Miller, 2014).

Characteristics of an informal support group include:

- Support and empowerment of family child care providers in a specific geographic area
- An identified leader who convenes the first meeting and promotes participation
- Someone who takes notes and keeps a record of meeting dates and accomplishments
- Informal gatherings of providers

### **Who are the Leaders in an Informal Local Family Child Care Association?**

The leaders of an informal local association are the providers who are “in the know” about issues and activities that affect family child care providers in the area and are the ones who get the word out to others about those matters. They are enthusiastic and have demonstrated a willingness to serve, work with others, and give their time to motivate and engage providers in their community. These providers are often the ones helping people in the community get licensed, support new providers, know when the licensing consultant or food program monitors are coming around for unannounced visits, and generally rally their network to address an issue affecting the local child care community.

An informal local association needs someone willing to schedule and coordinate meetings, inform others of the meeting details, and someone to take notes and keep those notes at the meetings. These responsibilities can be shared among the group members. For example, one month Provider A hosts the meeting at her home and ensures all the providers in the area have been invited. Provider B agrees at the meeting to take notes. At the end of the meeting, Provider A asks who would like to host or coordinate the next meeting, and Provider B either agrees to continue to take and maintain notes or requests another volunteer.

### **Who are the Members of an Informal Local Family Child Care Association?**

The members of informal local family child care associations are typically family child care providers in the community the association represents. Members may be licensed or unlicensed (but legally operating) family child care providers. The group can decide if any other people (i.e., support staff, parents, area experts in the field, etc.) should be invited to meetings.

In the beginning, we recommend limiting membership to people doing the work of family child care. This would include licensed family child care learning home providers and any of their staff along with legally operating unlicensed providers in the area.

## The First Year of an Informal Local Association

### Membership and Meeting Attendance

Once a provider in the community agrees to start the association development process, s/he can begin contacting others who would benefit from participating. Informal associations do not typically have a formal membership application but often limit invitations to the people in the community who care for children in their homes regardless of licensure.

It is expected that a core group of regular participants will attend each meeting that is held. It is important to continue to communicate with and invite others to come to meetings to ensure sustainability and get different perspectives and potentially fresh looks at issues. Having opportunities for participants to host meetings, bring ideas to meetings, and share concerns and solutions with others is important to keep people coming.

### Meeting Frequency and Format

Informal associations generally meet when and where the convener chooses. The frequency of meetings does not have to be predictable or regular; however, the more regularly scheduled the meetings are, the more likely there will be regular attendance and participation. Informal associations should plan to meet at least quarterly or bi-monthly, but many successful support groups meet monthly.

The meetings can take place in person or virtually. If you choose to meet virtually, you can use a free platform such as Zoom. Even though the free meetings have a 40 minutes time limit, you can ask participants to log back in with the same meeting link when Zoom ends the initial session. If you choose to meet in person, many informal local associations find meeting in a person's home or a favorite local restaurant

Informal association meetings do not require much structure. An agenda is optional. The person convening the meeting typically has some activities or topics of discussion in mind and has shared those in the meeting invitation or announcement. It is helpful to ask the participants if they have any issues they would like to discuss.

Here are some specific suggestions for engaging the most participants at meetings:

- Host meetings in provider homes alternating periodically with favorite restaurants in the community
- Discuss important issues affecting providers in your community
- Allow participants to share challenges they are having and facilitate a discussion for support and problem-solving
- Always have some type of refreshment or a bring-your-own snack or meal option
- Keep some fun involved
  - Ice breakers

- Make and take
- Sharing activities to do with children

The length of the meetings depends on the group and the activities planned. If the majority of participants can only meet for an hour, the meetings should be planned to last an hour. You may find over time that people want to stay longer, and you can begin to plan for longer sessions.

### **Money Matters**

Informal associations do not typically charge dues. They often do want or need some money to be able to enhance meetings or conduct activities. Any exchange of money requires some type of record-keeping. As long as the net proceeds from the group are less than \$400 per calendar year, there is no tax reporting requirement. The group can decide if it wants to be cash-based or open a bank account. Most informal groups chose a cash-accounting method.

It is important that expectations be shared upfront with participants to avoid bad feelings. If the expectation is that everyone who comes to the meeting will bring \$5.00 to reimburse the hostess for refreshments, that needs to be clear in the invitation about the meeting. Sometimes meeting leaders choose to “pass the hat” during a meeting and maintain a petty cash account.

When money is involved, someone needs to volunteer to keep an accounting of income and expenses. This can be done on paper or a spreadsheet. It can be very simple, and often the person taking notes at the meeting will do the math, and the group leader may choose to keep the cash box or bank account. It is recommended that the ledger not be kept by the same person who is keeping the cash box/bank account.

An example of a cash-based accounting of funds may look like this:

1/14/2022 – Roberta paid \$10.00 for bottled water for the meeting  
 1/15/2022 – Participants gave \$15.00 at the meeting  
 1/15/2022 – We gave Roberta \$10.00 as a reimbursement for the waters  
 Remaining petty cash = \$5.00

A receipt for the water can be kept in the cash box with the remaining funds.

### **Communications**

Frequent communication is another key component of successful informal associations. Members or potential participants want to stay informed and connected. They also need to be sure that they can trust the information being shared and that the group will keep what is shared confidential.

When the association membership meets together, some keys to successful communication include:

- Using name tags during meetings and activities to help members get acquainted with each other
- Always respect differences (i.e., cultural, racial, ethnic, generational, etc.)
- Allow people to share their concerns and facilitate problem-solving support
- Create community agreements (aka ground rules), and follow them
- Maintain confidentiality

Between meetings, continue to provide information to and engage with members and potential members. Some options for between meeting communications include:

- Posts on social media
- Periodic emails with relevant information that cannot wait for the next meeting
- Calls to members who need support
- Birthday or other special occasion shout-outs
- Refrain from gossiping or repeating confidential information

### **Events**

Although the group is informal, it is possible that participants would like to create some organized events. These could take place during or between meetings. Some examples of in-meeting events include:

- Holiday gift exchange
- Canned food or clothing collection/distribution
- Program toy/equipment exchange

Some between-meeting events might include:

- Participating in the local Christmas parade
- Setting up a booth at a community festival
- Organizing a field trip for children in your care to a local farm or library

There are many ideas that participants may suggest. It's up to the group to decide what if any they would like to schedule.

### **Summary and Send Off**

At this point of the process, you are well on your way to having a strong, sustainable, active informal local association. If at any time the group would like to explore formalizing, please use this manual to guide your process. The PFCCAG looks forward to seeing your progress and outcomes. The state association is here to support you and provide information that keeps the progress going.

### **Pilot development support from PFCCAG Through the Association Advantage Grant**

The purpose of the Association Advantage initiative was to increase the number of local family child care associations and support groups in Georgia by creating materials and an outreach strategy to develop between 4-6 local associations or support groups. The strategy was designed in consultation with the PFCCAG board and under the supervision of the Lead Association Specialist (Dr. Ellaine B. Miller) and the PFCCAG Executive Director (Ana Magana). In addition, a Local Association Specialist (Susan McCoy) completed a portion of the work.

Association Advantage materials include an implementation plan and this local association manual. The plan and manual address such topics as why an association may be needed, what the difference is between an association and support group, what services could be offered, how to form an initial steering committee, how to develop the first organizing meeting of prospective members, what options are for communications, what kind of organizing documents may be needed (e.g., articles, by-laws, incorporation materials), what options may be available for financing the association, what the relationship of an association to other family child care support efforts offered by stakeholders may be.

At the time of writing this manual, PFCCAG had funding to support four local associations with \$300 in startup funding. Guidelines for using these funds and a sample fund request application are included in the appendix section of this manual (Appendix K and L respectively). As of March 1, 2023, this project has supported the creation of three local associations that are meeting regularly. Another three leaders in the state are being partnered with to start associations in their communities. A Professional Learning Community is being planned to support current and incoming association leaders to create and sustain those associations and maintain a professional network of leaders who support each other.

### References/Resources

<https://georgia.gov/starting-business-guide>

<https://georgia.gov/registering-corporation>

<https://sos.ga.gov>

<https://dec.al.ga.gov>

<http://www.rulesonline.com/rror--04.htm#wrk>

<https://nonprofitlawblog.com/comparing-501c3-vs-501c6-for-nonprofit-startups/>

<https://www.georgiasbdc.org/llc-or-corporation-which-legal-structure-is-better-for-your-business/>

<https://www.investopedia.com/terms/a/articlesofincorporation.asp>

<https://www.legalnature.com/guides/georgia-corporation>

<https://hagehodes.com/nonprofit-governance-the-importance-of-by-laws-part-1/#:~:text=The%20By%2DLaws%20of%20a,manual%20for%20a%20nonprofit%20organization.>

<https://irs.gov>

<https://insights.diligent.com/>

<https://www.indeed.com/career-advice/career-development/icebreaker-ideas-for-small-groups>

Robert's Rules of Order

## Getting it Right the First Time

## Appendix A Sample Membership Application

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

Preferred method of communication:  Email  Phone  Text

Address: \_\_\_\_\_  
\_\_\_\_\_

Gender:  Female  Male  Non-binary  Other \_\_\_\_\_

Prefer not to answer

Date of Birth: \_\_\_\_\_ License #: \_\_\_\_\_

Business Name: \_\_\_\_\_

Are you currently a member of NAFCC?  Yes  No

Race/Ethnicity (check all that apply):

Asian  Black/African-American  Hispanic/Latiyne  White  Multi-Racial

Native American  Native Hawaiian/Pacific Islander  Prefer not to answer

In what year did you become a licensed provider in Georgia? \_\_\_\_\_

What is the average number of children in your care each week? \_\_\_\_\_

What age groups of children are in your care? (check all that apply):

Infants (under 12 mo)  Toddlers (12 – 24 mo)  2 year olds  3 year olds

4 year olds  school age children

Do you participate in CAPS?  Yes  No

If yes, what is your QRIS status/star rating? \_\_\_\_\_

Is your program NAFCC Accredited?  Yes  No

If yes, when does your accreditation expire? \_\_\_\_\_

If no, are you interested in NAFCC Accreditation?  Yes  No

Which types of care do you offer? (check all that apply):

Special needs/inclusion  Evening (2<sup>nd</sup> shift) care  Overnight care

Weekend care  24/7 care  Military child care



How did you hear about our association?

Social media       Friend       Phone call/text       Email

Other \_\_\_\_\_

Would you like to participate on an association committee?       Yes       No

Are you a GaPDS approved trainer?  Yes     No    If yes, what is your GaPDS trainer ID? \_\_\_\_\_

**Sample Membership Interest Form**

Name: \_\_\_\_\_

Phone: \_\_\_\_\_ Text ok?  yes       no

Email: \_\_\_\_\_

Best way to contact me (check all that apply):  text       call       email

Sign me up! I am ready to be a member!

I am interested in a leadership role.

I have questions. Please contact me.

The biggest issues I face as a family child care provider in Chatham County are:

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---

I am willing to help with:

---

---

I want to know more about:

---

---

Other comments or questions:

---

## Appendix B

### Registering an Association with the Georgia Secretary of State's Office

#### *To register online*

Visit the Secretary of State's online services page. <https://ecorp.sos.ga.gov/>Create a user account.

1. Select "create or register a business". Select "I am creating a new domestic business" and choose your desired domestic corporation: domestic profit, domestic professional, or domestic nonprofit.
2. Fill out the required information about your business entity (listed above).
3. Pay the \$100 filing fee by approved credit card: Visa, MasterCard, American Express, or Discover.  
**Processing Time:** 7 business days; registrations can be expedited for an additional fee. Processing in 2 business days costs an additional \$100. Processing in the same business day (if submitted before noon on a weekday) costs an additional \$250. (current as of Oct. 2021)

#### *To register by mail*

1. Draft Articles of Incorporation
2. Download the Transmittal Form – Corporation (CD 227)  
<https://sos.ga.gov/cgi-bin/corpforms.asp>
3. Mail the completed articles of organization, transmittal form, and \$110 filing fee by check or money order to:

**Office of Secretary of State**

Corporations Division  
2 Martin Luther King Jr. Dr. SE  
Suite 313 West Tower  
Atlanta, Georgia 30334

**Processing Time:** 15 business days; Processing in 2 business days costs an additional \$100. Processing in the same business day (if submitted before noon on a weekday) costs an additional \$250. Processing in one hour costs an additional \$1,000.

#### *To register in person*

Follow the directions for registering by mail and take all items and payment to

**Office of Secretary of State**

Corporations Division  
2 Martin Luther King Jr. Dr. SE  
Suite 313 West Tower  
Atlanta, Georgia 30334  
Hours: 8:00 AM - 5:00 PM, Monday-Friday (except state holidays)

Provided all of your information is valid, and your name has not been taken, you will receive your Certificate of Incorporation within the specified processing time.

Appendix C  
Sample Articles of Incorporation

## Articles Of Incorporation For Georgia Non-Profit

The name of the corporation is:

Professional Family Child Care Alliance of Georgia, Inc.

The corporation is organized pursuant to the Georgia Nonprofit Corporation Code. The principal mailing address of the non-profit:

446 Jackson Road  
Round Oak, GA 31038

The Registered Agent is:

Christina Rogers Cross  
446 Jackson Road  
Round Oak, GA 31038

**County:** Jones

The name and address of each  
incorporator(s) is:

Lynn Manfredi-Petitt  
229 Derrydown Way  
Decatur, GA 30030

Sandy Byrd  
218 Ed Church Road  
Rockmart, GA 30153-5024

Clara Herrera  
427 Cascade Drive  
Lilburn, GA 30047

Sandra Ramsey  
2400 Rock Springs Rd.  
Buford, GA 30519

Vergil Seaborn Holcomb  
446 Jackson Road  
Round Oak, GA 31038

Christina R Cross  
446 Jackson Road  
Round Oak, GA 31038

## The corporation will have members.

### The optional provisions are:

The mission statement for which the corporation is organized is as follows:

To improve the lives of children in Georgia by promoting high quality, professional family child care through training, education, and national accreditation.

The primary goals for which the corporation is organized are as follows:

Provide on-going quality training, networking opportunities and mentoring of family child care providers to improve the well-being of the children in their care.

- Advocate for quality child care and early education for all children in Georgia
- Develop and/or support local associations and partners dedicated to improving the quality of child care for all children in Georgia.
- Offer family child care providers incentives and benefits for on-going training, NAFCC Accreditation and college degrees in ECE.

The purpose or purposes for which the corporation is organized are as follows;

Said organization is organized exclusively for charitable, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501 (c) (3) of the Internal Revenue Code, or corresponding section of any future federal tax code.

No part of the net earnings of the organization shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the purpose clause hereof.

No substantial part of the activities of the organization shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the organization shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office.

Notwithstanding any other provision of this document, the organization shall not carry on any other activities not permitted to be carried on (a) by any organization exempt from federal income tax under section 501 (c)(3) of the Internal Revenue Code, corresponding section of any future federal tax code, or (b) by an organization, contributions to which are deductible under section 170 (c)(2) of the Internal Revenue Code, or corresponding section of any future federal tax code.

Upon the dissolution of the organization, assets shall be distributed for one or more exempt purposes within the meaning of section 501 (c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for the public purpose. Any such assets not disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the organization is then located, exclusively for the purposes or to such organization or organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

IN WITNESS WHEREOF, the undersigned has executed these Articles of Incorporation on the date set forth below.



**Signature(s):**

Incorporator, Christina R CrossDate:

11/21/2011

## Appendix D Sample By-Laws

### BY-LAWS of [Association Name]

*NOTE: For the purposes of this example, the name of the association will be referred to as Future Local Association (FLA).*

#### ARTICLE I - NAME and MISSION

The name of this organization shall be the Future Local Association, Inc. ("FLA"). FLA shall be organized and operated as a nonprofit corporation under the provisions of the Georgia Nonprofit Corporation Code (hereinafter "GNCC"). FLA is a nonprofit corporation organized exclusively for the following charitable and educational purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provision of any future United States internal revenue law (the "Code"): to improve the lives of children in City Name by promoting professional, high-quality family child care through the encouragement of training, education, and national accreditation.

#### ARTICLE II - GOALS

FLA has four (4) primary goals:

1. Advocate for quality child care and early education for all children in Georgia.
2. Provide on-going quality training, networking opportunities, and mentoring of family child care providers to improve the well-being of the children in their care
3. Develop and/or support local associations and partners dedicated to improving the quality of child care for all children in Georgia
4. Offer family child care providers incentives and benefits for on-going training, NAFCC Accreditation, and college degrees in ECE.

#### ARTICLE III – MEMBERSHIP

##### *SECTION I - CLASSES OF MEMBERSHIP*

1. Individual providers, parents, and advocates may join FLA by submitting an application and paying dues at the full individual membership level. Each such individual member will have one vote at all FLA meetings of the members and full benefits as designated by the Full Board.

2. Lifetime Membership: Lifetime membership is available to members who are former family child care providers, who have served previously on FLA Executive Committee, and who remain active in the association or others who support FLA. This type of membership is awarded at ***FLA's Annual General Meeting*** and at the discretion of the President. Dues for Lifetime members are complimentary.

3. Honorary Membership: Honorary membership is granted in recognition of distinguished service that contributes significantly to the goals of FLA and the family child care profession. ***FLA's Board shall have absolute discretion in determining who should receive the Honorary award. Any member of FLA may nominate a person for consideration as an Honorary Member and should provide supporting evidence to justify the nomination. The nomination should be submitted to the Secretary in writing and the submission should include supporting evidence. FLA's Board will consider all such nominations at their next meeting and will announce their decision at an appropriate time (e.g. FLA's Annual General Meeting).***

## **SECTION II - MEMBERS IN GOOD STANDING**

A member in good standing is a member whose dues are current and who supports the mission and goals of FLA.

## **SECTION III – DUES**

The amount of dues payable by members will be reviewed and determined annually by the current Board of Directors, and any change in the amount of dues will be communicated to the members.



## **SECTION IV – VOTING**

The only matter on which the members shall vote shall be the election of Officers, and at the annual meeting of members as described in Section VI below.

For any election of Officers, each member in good standing shall have one vote. Voting may be by mail, email, or in person, or as otherwise determined by the Full Board. All elections by the members shall be decided by a majority of the votes cast.

## **SECTION V- TERMINATION OF MEMBERSHIP**

Membership may be terminated for failure to pay dues. Membership may also be terminated by a majority vote of the Full Board of Directors if the Full Board determines that there are sufficient grounds.

Sufficient grounds may include, but are not limited to, causing injury to FLA's good name, disturbing its well-being, or hampering its work.

## **SECTION VI – MEETINGS OF MEMBERS**

The annual meeting of the members shall be held during FLA's final meeting of the year. At such meeting, the members shall vote on the By-Laws of FLA. Ballots shall be sent out by mail or email and returned to the designated FLA representative so that newly elected Officers can be installed at the first meeting of the new year.

Special meetings of the members may be called at any time by the President, the Executive Committee, or the Full Board, or upon request, in writing, signed by at least ten (10%) percent of the members entitled to vote and stating the purpose. Written notice of any meeting of members must be sent to the members by mail or email at a minimum of thirty (30) days in advance of the proposed meeting.

## **ARTICLE IV - FULL BOARD OF DIRECTORS**

## **SECTION I – COMPOSITION AND QUALIFICATIONS**

1. The Full Board (also called the Board of Directors) shall consist of the members of the Executive Committee (also called Officers) and Members at Large including Committee Chairs. These are voting members of the Full Board. The Full Board shall consist of no more than 7 Directors, at least 4 of whom must be current or past family child care providers. Visitors may attend meetings of the Full Board but do not have voting rights.
2. All nominees for the Full Board shall:
  - a. be full individual members of FLA in good standing;
  - b. agree to promote the mission and goals of FLA.

## **SECTION II – FULL BOARD RESPONSIBILITIES**

The property and business of FLA shall be managed under the direction of the Full Board, and all powers of FLA shall be exercised by the Full Board except those reserved to the members by law, by the Articles of Incorporation, or by these By-Laws. The Full Board shall have the following responsibilities:

1. To formulate policies and procedures, define goals, and give direction to staff as applicable;
2. To establish committees and task forces and define their function;
3. To promote the mission and goals of FLA and maintain positive relationships with family child care providers, advocates, and organizations;
4. To perform all other fiduciary duties incumbent upon a Full Board Member.

## **SECTION III - TERMS OF FULL BOARD MEMBERS**

1. Officers are elected to serve a term of two years limited to two consecutive terms.

2. Committee Chairs are appointed by the president and approved by the full board to serve a term of two (2) years, limited to two (2) consecutive terms.
3. The Board of Directors as approved by the full board will serve a term of three (3) years, limited to two (2) consecutive terms.
4. No Director shall serve on the Full Board for more than six (6) consecutive years.
5. Each of these requirements may be waived by the majority vote of the members of the Full Board. Each Officer, Committee Chair, or Board of Directors' term continues until their death, resignation, or removal from office prior to the expiration of their terms.

#### **SECTION IV - MEETINGS**

1. Regular and Annual Full Board Meetings – The President shall set the schedule for regular Full Board meetings. The Full Board shall meet no less than four (4) times annually in person and/or via web-based or phone-based conference calls.
2. Special Meetings - Special meetings of the Full Board shall be called at the request of the President, or by three or more Board of Directors upon request in writing, stating the purpose of the meeting. Notice of the time, place, and objective of such meeting shall be sent to each Director by certified mail or e-mail with a request for a reply to signify delivery at least seven days prior to the date of such meeting. At any meeting at which every Director is present, even without notice, any business may be transacted. For issues on which immediate action is required, the President, or the President's designee, may send a recommendation and a request for a vote to each Director by e-mail. Directors shall email their vote to the President with a copy to the Secretary or utilize an electronic form provided and reviewed by both the President and Secretary. When every Director has cast a vote, the majority of the votes cast will be the action of the Board. The record of the vote shall be included in the FLA minutes as a special meeting on the day the action became final. The Secretary will inform the Board of the results of the vote within two business days of the close of voting.
3. Quorum - At any meeting of the Full Board a simple majority of the Board shall constitute a quorum. The Directors present at a meeting that has been duly called and convened may continue to transact business until adjournment, or the withdrawal of enough Directors to leave less than a quorum. No business shall be conducted without a Quorum present.

#### **SECTION V – NOMINATING COMMITTEE**

1. The Executive Committee shall recommend and the Full Board shall approve the Nominating Committee each year elections take place.
2. The Nominating Committee shall nominate Officers to serve on the Executive Committee.
3. The Nominating Committee shall consist of at least two members who meet the same qualifications as required for Full Board members. In addition,
  - a. At least one member of the Nominating Committee shall be a current or past Board member.
  - b. At least one member of the Nominating Committee shall be a current or past family child care provider.
4. Sitting members of the Nominating Committee may not be nominated for the Executive Committee. A Nominating Committee member's application for nomination to the Executive Committee may be considered by the Nominating Committee only if the member resigned from the Nominating Committee before any applications were received by FLA.

## **SECTION VI – COMMITTEES**

1. There shall be an Executive Committee, as described in Article V.
2. Additional standing, special, or ad hoc committees may be established with the recommendation of the President and the approval of the Full Board.
3. The President shall recommend and the Full Board shall approve the appointment of the chairs of any standing, special, or ad hoc committees; with the exception of the Nominating Committee provided for in Section V above.

4. The President (or their designee) shall be an ex-officio member of all committees, except the Nominating Committee.

## **SECTION VII - VACANCIES**

In the event of a vacancy on the Full Board or Committee Chair position, the President shall recommend and the Full Board shall approve a replacement to fill the vacancy. When necessary, a temporary appointment may be made by the President until the Full Board approves a permanent appointment. The term of the replacement will be the unexpired portion of the original term.

## **SECTION VIII - REMOVAL OF FULL BOARD MEMBER**

The Full Board may remove any Director from the Full Board for any reason by a vote of two-thirds (2/3) of the members of the Full Board of Directors. Written notice of a special meeting to take such a vote shall be sent to all Directors.

## **ARTICLE V - EXECUTIVE COMMITTEE**

### **SECTION I - MEMBERS**

The Executive Committee shall be comprised of the President, Vice President, Secretary, and Treasurer, each of which shall be referred to herein as an "Officer". A Parliamentarian may be appointed to this committee by the President and serve as the President decides.

The Officers shall be elected by the members as described in Article III. The term of each Officer shall be for two years, or until such person's death, resignation, or removal from office prior to the expiration of his/her term. No Officer shall serve in any one position for more than two consecutive full terms.

All Officers will be officially installed at the first official meeting or event held at the beginning of each calendar year.

The Officers will be elected in two classes to stagger their terms as follows:

- a. In even-numbered years, the members will elect the President and Treasurer.
- a. In odd-numbered years, the members will elect the Vice President and Secretary.

## **SECTION II - DUTIES**

1. The Executive Committee shall conduct the day-to-day business operations of FLA, as needed when the full Board is unavailable, and report to the Full Board in a timely manner. The Executive Committee shall have the power of the Full Board within the general policies, programs, budget, and specified directions established by the Full Board.
2. President. The President shall preside at meetings of the Full Board and the Executive Committee and ensure that the actions of the Board are carried into effect. The President shall also have such other duties and responsibilities as may be specified in these By-Laws and as shall be directed from time to time by the Board of Directors.
3. Vice President. The Vice President shall, in the absence or disability of the President, perform the duties of the office of President. The Vice President shall have such other powers and perform such other duties as may be assigned by the President. In the event of a permanent vacancy in the office of the President, the Vice President shall succeed to the office of President to serve for the remainder of the unexpired term.
4. Secretary. The Secretary shall act as secretary of all meetings of the Full Board at which he or she is present, shall record all the proceedings of all such meetings in a book to be kept for that purpose and shall have supervision over the care and custody of the records and seal of FLA. The Secretary shall have all powers and duties usually incident to the office of secretary, except as specifically limited by a resolution of the Full Board. The Secretary shall have such other powers and perform such other duties as may be assigned from time to time by the Full Board or the Executive Director.
5. Treasurer. The Treasurer shall have general supervision over the care and custody of the funds and the receipts and disbursements of FLA, may cause the funds of FLA to be deposited in the name of FLA in such banks or other depositories as the Full Board may designate, and shall have supervision over the care and safekeeping of the securities of FLA. The Treasurer shall report to the Full Board at each regular meeting thereof. The Treasurer shall have all powers and duties usually incident to the office of treasurer, except as specifically limited by a resolution of the Full Board, including without limitation preparation of the budget, development of fundraising plans, and dissemination of financial information to the Full Board and the general public as

appropriate. The Treasurer shall have such other powers and perform such other duties as may be assigned from time to time by the Full Board or the Executive Director.

### **SECTION III - MEETINGS**

Regular and Annual Executive Board Meetings - The President shall set the schedule for Executive Committee meetings as needed. The Executive Committee shall meet no less than four times annually in person, via web-based, or phone-based conference calls.

The Executive Committee shall also meet as needed upon request of a majority vote of the Executive Committee. A conference call or web-based meeting may substitute for an Executive Committee meeting. A majority of the Executive Committee shall constitute a quorum for the transaction of business. The Executive Committee members present at a meeting which has been duly called and convened may continue to transact business until adjournment, notwithstanding the withdrawal of enough Executive Committee members to leave less than a quorum.

### **SECTION IV – QUALIFICATIONS**

In addition to the general qualifications for the Board of Directors, nominees for the Executive Committee shall have served on the Full Board for at least two years. However, if the Nominating Committee submits the name of a nominee otherwise qualified for an Executive Committee position, this requirement may be waived by a majority vote of the members of the Full Board.

## **ARTICLE VI - DISBURSEMENTS, CONTRACTS, AND COMPENSATION**

### **SECTION I - DISBURSEMENTS**

All expenses and payments made by FLA will be made in accordance with financial policies adopted by the Full Board.

### **SECTION II - CONTRACTS**

The Full Board may by resolution authorize any Officer to enter into any contract to execute and deliver any instrument in the name of and on behalf of FLA. This authority may be general or confined to specific instances.

### **SECTION III – REIMBURSEMENTS**

Members of the Full Board shall receive reimbursement, when funds are available, in accordance with current policy for reasonable out-of-pocket expenses incurred in the performance of Full Board duties and/or with Full Board approval.

### **ARTICLE VII - AMENDMENTS TO THE BY-LAWS**

#### **SECTION I – BY THE DIRECTORS**

The Full Board shall have the power to alter or repeal any or all provisions of the FLA By-Laws and to adopt new By-Laws, in whole or in part, at any annual or regular meeting, or at any special meeting if notice of the amendment is included in the notice of the special meeting.

#### **SECTION II - PROCEDURES FOR BY-LAW AMENDMENTS**

Amendments to the By-Laws must be submitted in writing by a Director to the Executive Committee 14 days prior to the next scheduled Full Board meeting in order to be voted on at the next Full Board meeting. The President shall convey the written amendment request to the Full Board no less than 7 days prior to the next scheduled Full Board meeting. The By-Laws may be amended by a majority vote of the Full Board; provided, however, that no amendment or new By-Law may be adopted that would cause FLA to no longer be qualified as an exempt organization described in Code Section 501(c)(3).

### **ARTICLE VIII- RIGHTS OF PARTICIPATION**

No person shall be denied the services of FLA or be excluded from membership and participation therein because of race, color, sex, disability, sexual preference, age, national origin, or religion. Discrimination of any kind is expressly prohibited.

### **ARTICLE IX - PARLIAMENTARY AUTHORITY**

Roberts Rules of Order, newly revised, shall govern the deliberations of all meetings of members, Full Board, and Executive Committee unless otherwise addressed herein.

### **ARTICLE X – FISCAL YEAR**



The fiscal year for FLA shall run from January 1 through December 31 of each year.

## **ARTICLE XI - DISSOLUTION**

In the event that FLA is dissolved, upon such dissolution and after all expenses are paid and all contracts fulfilled, pursuant to the provisions of the Internal Revenue code, all assets of PFCCA of GA shall be dedicated to a use and purpose related to the field of early care and education of children and in such manner, or to such organization or organizations organized and operated exclusively for public charitable uses and purposes as shall at the time qualify as exempt from taxation under Code Section 501(c)(3), as the Full Board shall determine.

## **ARTICLE XII - INDEMNIFICATION**

### **SECTION I**

To the fullest extent permitted by applicable law, the Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit, or proceedings, whether civil, criminal, administrative or investigative (other than an action by or in the right of the Corporation) by reason of the fact that he/she is or was a director, officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by that individual in connection with such action, suit, or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interests of the Corporation, and with respect to any criminal action or proceeding, had no reasonable cause to believe that his/her conduct was unlawful.

### **SECTION II**

The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he/she reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his conduct was unlawful.

### **SECTION III**

If a director, officer, employee, or agent of the Corporation has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to above, or in defense of any claim, issue, or matter therein, he/she shall be indemnified against expenses (including attorney's fees) actually and reasonably incurred by that individual in connection therewith.

#### **SECTION IV**

Any indemnification (unless ordered by a court) shall be made by the Corporation only as authorized in the specific case upon a determination that the indemnification of such person is proper because that individual has met the applicable standard of conduct set forth above; such determination shall be made (1) by the Full Board by a majority vote of a quorum consisting of directors not parties to such action, suit, or proceedings or (2) if such a quorum is not obtainable, or even if obtainable, if a quorum of disinterested directors so directs by independent legal counsel in a written opinion, or (3) by members.

#### **SECTION V**

Expenses incurred in defending a civil or criminal action, suit, or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit, or proceeding as authorized in the manner provided in this Section upon receipt of an undertaking by or on behalf of such person to repay such amount unless it shall ultimately be determined that he/she is entitled to be indemnified as authorized herein.

#### **SECTION VI**

The indemnification provided herein shall not be exclusive of any other rights to which those indemnified may be entitled under any by-law, agreement, vote of shareholders or disinterested directors, or otherwise, and shall continue as to a person who has ceased to be a director, officer, employee, or agent and shall inure to the benefit of the heirs, executors, and administrators of such person.

The intent of this Article is to permit the indemnification of directors of the Corporation to the fullest extent permitted by the GNCC and to indemnify officers to the same extent as directors. If the GNCC or, if applicable, the Georgia Business Corporation Code, is amended to authorize additional or greater measures of indemnification of nonprofit corporation directors, then the obligations of the Corporation and the rights of the Corporation's directors and officers shall, without further action by the Corporation or the Board, be increased to the further extent permitted by the amended GNCC or the amended Georgia Business Corporation Code, as the case may be. The terms and conditions of this Article shall be interpreted to include definitions and meanings contained in Code Section 14-3-580.

#### **SECTION VII**

The Full Board shall have power to purchase and maintain insurance on behalf of any person who is or was serving on behalf of or at the request of the Corporation arising out of his status as such, whether or not the Corporation would have the power to indemnify him against such liability under the provisions hereof.

**SECTION VII**

The liability of the Directors and Officers shall be limited in accordance with the provisions of Sections 14-3-830 and 14-3-842 of the GNCC, O.C.G.A. § 51-1-20, any other applicable provisions of federal and state law, and the Articles of Incorporation and these By-Laws.

**ARTICLE XIII – TAX EXEMPT STATUS**

The affairs of FLA at all times shall be conducted in such a manner as to assure FLA's status as an organization qualifying for exemption from taxation pursuant to Code Section 501(c)(3). FLA at all times shall be operated exclusively for charitable purposes, including the making of distributions to organizations that qualify as exempt organizations under IRC Section 501(c)(3). All funds, whether income or principal and whether acquired by gift or contribution or otherwise, shall be devoted to the purposes identified in these By-Laws. FLA shall perform all other acts necessary or incidental to the above and to do whatever is deemed necessary, useful, advisable, or conducive, directly or indirectly, to carry out any of the purposes of FLA, as set forth in the Articles of Incorporation and these By-Laws, including the exercise of all other power and authority enjoyed by corporations generally by virtue of the provisions of the GNCC (subject to and within the limitations of Code Section 501(c)(3).)

## **Appendix E**

### **Sample Officer Job Descriptions**

#### **President**

The President's responsibilities include:

- Leads and manages the association
- Delegates responsibilities to committees
- Supports and reviews committee work including attending committee meetings
- Ensures committees are formed and chaired
- In collaboration with other Executive Committee members prepares agendas and plans details for meetings
- Calls meetings to order
- Leads the Directors through the agenda as smoothly as possible within the rules established
- Calls for motions and votes as needed
- Follows up on plans or actions taken

#### **Vice-President**

The Vice-President's responsibilities include:

- Be prepared to stand in for the President at any given time
- Be familiar with all committee chairs and work
- Performs duties as delegated or requested by the President
- Keeps in close contact with the President and assists as needed or requested
- Oversees By-Laws, Standing Rules, and Policies and Procedures committee work

#### **Secretary**

The Secretary's responsibilities include:

- Records and distributes accurate minutes at all meetings of the Executive Committee and the Full Board that include:
  - Date, time, and format of meetings
  - Names of people present and their roles
  - All action items including the name of the person making a motion and the person who seconds the motion.
- Calls roll at meetings
- Brings copies of the By-Laws, standing meeting rules, and policies and procedures to each meeting
- Shares membership information (number and dates of enrollment) upon request and at each meeting
- Provides copies of minutes of meetings to fellow Board members in a timely manner
- Collects or verifies votes during meetings and from email voting
- Authenticates all records and documents by signature
- Corresponds with Board members and/or stakeholders as requested by the President

- Maintains all records for the association including:
  - Names, contact information, and term dates for each Board member
  - Names, contact information, and dates of membership for each association member
  - Attendance records for meetings
  - Association correspondence
  - Legal documents
- Transitions all records of the association to the next Secretary
- Assists the President as needed
- Can serve on committees

### **Treasurer**

The Treasurer's responsibilities include:

- Maintains accurate financial records
- Handles all financial matters
- Keeps accurate records of all expenses and income
- Pays all expenses in a timely manner
- Makes deposits
- Informs the President and the Board of all financial matters of the association
- Prepares financial reports for meetings and tax purposes
- Collects money
- Assists President as needed

*Note: It is advisable to have a Treasurer with accounting or bookkeeping experience beyond operating a family child care program.*

## **Appendix F**

### **Sample Nomination Committee Procedures and Nomination Form**

The Nominating Committee Chair will submit a proposed work plan and timeline to the President in August of each year.

Available board positions will be posted on the association's social media accounts, website, and by email to all members. This will include the positions up for election, job descriptions of those positions, dates when applications are closed, application and election information, and the Nomination Chair's email and phone number.

The committee must work to insure that there are two qualified candidates for each position before the close of applications. They should maintain an ongoing file of potential nominees and promote the understanding that it is the responsibility of all association board and committee members to identify and encourage potential candidates to run for election. If there are not two qualified candidates applying for each position before the close of applications, it is at the discretion of the committee to continue working with the Board and committee members to continue soliciting potential applicants.

The Nominations Committee will ensure all nominees are contacted and if they accept the nomination complete and return an application (see below).

All applicants are expected to be prepared to attend the association meetings in the event they are elected to the Board.

The Nominating Committee will present to the Executive Committee a proposed slate of nominees (two per position up for election) for approval and recommendation to the association Board. The Nominating Committee will present the approved slate of board nominee recommendations of the Executive Committee to the Full Board for final approval.

The committee will create a ballot for each election including the names of the approved slate of nominees and a space for write-in candidates. The ballot will be sent to members based on their preferred communication as indicated on their membership application. The ballot will also be available upon request by confirmed members of the association. Ballots will include pictures of each candidate and a brief bio.

All ballots postmarked on or before the close of elections will be counted as well as all electronic ballot submissions.

The Ballot Counter must be an outside party that is willing to receive and count the ballots by the deadline agreed upon (no later than one week after the close of voting). The committee should work with staff to identify the Ballot Counter. The Ballot Counter's contact information should be on the ballot.

Once election results are finalized, ballots will be sealed and held by Counter until next year's elections. Ballot counter seals ballots received when the final tally is made and holds them for one year. Any late but correctly postmarked ballots must be reported whenever they are received.

In the event of a tie, the Nominating Committee Chair will initiate a run-off following a modified, quicker version of the election procedures or consider another method.

The Nominating Committee Chair will inform all candidates of the results of the elections in a timely fashion (within in two business days of conferring the votes).

The Nominating Committee Chair and/or any Nominating Committee member wishing to run for an office must resign before applying to be on the ballot and must have Executive Committee approval before applying. This stipulation is made to avoid the possibility of a conflict of interest or the appearance of a conflict of interest by the membership.

### **Sample Nominations Application**

Please complete the following application and return to the chair of the Nominations Committee (provide information on where to return the application here).

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Email: \_\_\_\_\_

Office of Interest:  President  Vice-President  Secretary  Treasurer

Are you a current or former licensed family child care provider:  Yes  No

Year of most recent license \_\_\_\_\_

Current place of employment if not an active family child care provider:

\_\_\_\_\_

Please respond to the following questions:

1. What is your involvement in family child care?
  
2. Why are you interested in serving on the FLA Board?
3. What are the major opportunities and obstacles you see in FLA's future?
  
4. Which skills can you bring to FLA from your work, education, or volunteer experience?
  
5. Describe how you would adjust your current personal, volunteer, and work responsibilities to participate fully on the FLA Board.

Include your resume with the following information: Education/Background, Employment Background, Volunteer Experience, and Professional Certifications.

Include two written recommendations including contact information. One must be from a state or national family child care association or organization/agency that works with family child care.

Send a photograph (headshot only with a plain background) in digital format.

Include a 250-word essay that you would want to include on the ballot if your nomination is approved by the FLA Board of Directors. This essay should be written in first person and state why you believe you should be elected to the position you are seeking.



**Appendix G**  
**Sample Meeting Agenda**

Future Local Association  
Full Board Meeting Agenda  
January 24, 2023  
6:30 – 8:30 PM via zoom

- I. Welcome and Call to Order – President
- II. Roll Call and Confirmation of Quorum – Secretary
- III. Approval of Agenda – President
- IV. Reading of the Minutes from the prior meeting – Secretary
  - a. Secretary reads minutes
  - b. Vote is taken to accept minutes either as written or with corrections
- V. Treasurer’s Report – Treasurer
- VI. Committee Reports – Committee chairs
  - a. Sunshine committee
  - b. Professional development committee
  - c. Membership committee
- VII. Old Business
- VIII. New Business
- IX. Adjournment

Date for Next Meeting: February 28, 2023 @ 6:30 PM @ Zaxby’s for spring fling planning

**Appendix H**  
**Sample Membership Needs and Skills Assessment**

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Email: \_\_\_\_\_

New Member:  Yes  No # of Years in Child Care: \_\_\_\_\_

Are you willing to provide backup care for other child care providers in your area in case of emergency?  Yes  No

Topics you would like discussed at meetings:

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How long have you operated your family child care business in Georgia? \_\_\_\_\_

Do you offer evening care?  Yes  No Second shift care?  Yes  No

Overnight care?  Yes  No Care for special needs children?  Yes  No

Before/after school care?  Yes  No 24/7 care?  Yes  No

Would you like to provide care listed above but need support?  Yes  No

If yes, please explain: \_\_\_\_\_

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What do you enjoy most about family child care? \_\_\_\_\_

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What do you find most challenging about family child care? \_\_\_\_\_

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Why did you decide to open a family child care learning home? \_\_\_\_\_

Have you been part of a local family child care association before?  Yes  No

If yes, which association and what type of involvement did you have? \_\_\_\_\_

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Are you receiving support from a staffed family child care network?  Yes  No

Are you receiving support from QCC Works?  Yes  No

Are you involved with other volunteer groups such as church, PTA, scouts, etc.?  Yes  No

If yes, which groups are you involved with and in what ways? \_\_\_\_\_

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In what ways do you see yourself engaging with FLA? \_\_\_\_\_

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Do you have any special talents?  Yes  No

If yes, what are those talents? \_\_\_\_\_

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Would you be willing to host an association meeting in your home?  Yes  No

Could you secure a meeting space for the association once or twice a year?  Yes  No

Are you interested in leading a learning activity at an association meeting?  Yes  No

If yes, what topic would you like to lead? \_\_\_\_\_

Are you interested in engaging with a GaPDS approved trainer to offer training to our members?  Yes  No

What if any support would you like to receive for operating your business?

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Is there anything else you have questions about, would like support for, or have as a suggestion for our association?

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## **Appendix I**

### **Sample Committee Chair Responsibilities**

An association may have as many or as few committees as needed to ensure that the business of the organization is successfully completed.

Committee chairs are typically appointed by the President and approved by the Full Board.

Committee chairs in small associations report directly to the President. In larger associations, the President may request the reporting go to another officer of the Board.

Standing committees typically have a chair and at least one other Board member participating. In many cases, it is preferable to have more than one Board member and even non-board members participating. Here are some examples of standing committees:

- Membership\*
- Nominations\*
- Sunshine\*
- Advocacy
- Finance/fundraising/grant writing
- Governance
- History
- Newsletter
- Professional Development
- Public Relations
- Special Events

\*Most common

Ad hoc committees typically have a very specific goal, are in place until the goal is achieved, and are in response to an immediate need of the association. These may also be called task force committees. Here are some examples of ad hoc committees:

- By-laws
- Policies and Procedures
- Special Subject of Interest
- Strategic Planning

Committee chairs have the following responsibilities and characteristics:

- Guides members through the process of the assigned task
- Keeps the committee on track
- Gives their opinion last
- Encourages creativity and brainstorming
- Facilitates discussions (not dictates)
- Is accountable to the Board
- Is knowledgeable of the committee's mission or is willing to learn
- Is able to convene and attend meetings
- Is cooperative and knows how to facilitate compromise