



## **Guidebook for Regional Affiliates**

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## Introduction

Out & Equal Workplace Advocates (Out & Equal) is a national non-profit organization committed to creating out and equal workplaces for the lesbian, gay, bisexual, and transgender (LGBT) community. Out & Equal encourages and supports the development of regional affiliates throughout the United States and abroad. Regional affiliates provide effective ways for Out & Equal to address the diverse needs of LGBT professionals on a local level by serving the interests of individual employees, members of employee resource groups (ERGs), and human resources (HR) professionals in their area. Regional affiliates provide support, education, and resources regarding LGBT workplace issues by connecting LGBT professionals as they work for equality.

This guidebook offers information about forming and operating an Out & Equal Regional Affiliate. It provides resources for developing an organized affiliate, which will interact with Out & Equal national, maintain a leadership body, and implement programmatic and outreach activities.

Whether you're interested in developing a new affiliate or strengthening an established one, this guidebook can help ensure the overall success as a regional affiliate of Out & Equal.

For information on Out & Equal's latest programs and activities, go to [www.outandequal.org](http://www.outandequal.org).

## About Out & Equal Workplace Advocates

### **Vision, Mission, and History**

Out & Equal is the preeminent national organization devoted to the LGBT community in the workplace. Headquartered in San Francisco, the organization's goal is to provide services and programs that promote workplace equality for LGBT individuals, their families and colleagues.

### **Our Vision**

Out & Equal's vision is workplace equality for all regardless of sexual orientation, gender identity, expression or characteristics.

### **Our Mission**

Out & Equal educates and empowers organizations, HR professionals, ERGs and individual employees through programs and services that result in equal policies, opportunities, practices, and benefits in the workplace regardless of sexual orientation, gender identity, expression or characteristics.

### **A Rich History**

Out & Equal™ Workplace Advocates has a deep and rewarding history.

Selisse Berry, founding executive director of Out & Equal was hired in December 1996 as director of the Building Bridges training program. She quickly recognized the synergy that could be created with other groups advocating LGBT-friendly workplaces, a principle she continues to uphold today. Selisse ran the program and built coalitions as a single-person staff working out of the Pacific Center in Berkeley, California, and by September 1997 she moved into the United Way Bay Area (UWBA) offices in San Francisco.

By 1998, under Berry's leadership, Building Bridges, AGOG, and Progress joined forces and become collectively known as the Pride Collaborative. In 1999, the Pride Collaborative merged with COLLEAGUES to form Out & Equal Workplace Advocates, which continued to provide the Out & Equal Workplace Summit, networking events, and the Building Bridges training program.

In January 2004, after years of being supported by the United Way of the Bay Area, Out & Equal Workplace Advocates became an independent 501 [c] 3 organization.

Successful Out & Equal programs such as the Building Bridges LGBT Diversity Training and the Out & Equal Workplace Summit continue to attract the attention of major corporations. Only through their sponsorship could Out & Equal have become the leading advocacy organization it is today. We are grateful to all of our sponsors for their generosity and wide-spread support throughout the years!

Out & Equal is proud to celebrate our history and the many people who have been touched by this important work. Our progress is measurable, our friendships cemented,

and our philosophies reflect a mutual desire to treat all colleagues in the workplace as part of one community.

Today, Out & Equal is a nationally recognized nonprofit organization with sixteen dedicated staff members who collectively address the needs of 9,000 constituents and regional affiliates, and produce the annual Out & Equal Workplace Summit. In 2008 in Austin, TX, the successful cornerstone event attracted 2,400 participants from around the world. Through our educational programs and trainings, we've been able to touch the lives of many thousands more.

### **Governance of Out & Equal**

Out & Equal is an independent 501(c)(3) nonprofit organization led by a governing board and staffed by a dedicated group of individuals. The board works closely with the executive director and the management team to provide governance and oversight of the organization. The board hires the executive director, raises funds and approves the budget. The executive director and staff conduct the day-to-day work of the organization.

### **Out & Equal Programs**

Out & Equal programs include the annual Out & Equal Workplace Summit, the annual Out & Equal Executive Forum, *Building Bridges* diversity trainings, Regional Affiliates, the Out & Equal ERG Registry, LGBT CareerLink, and the Town Call series.

#### ***Out & Equal Workplace Summit***

The annual Out & Equal Workplace Summit is the premiere conference on LGBT workplace issues. Each year the summit welcomes thousands of HR professionals and LGBT workplace leaders for a three day event of powerful keynote speakers, networking events, and informative workshop sessions.

#### ***Out & Equal Executive Forum***

This annual event, first offered in 2008, brings LGBT senior executives together to create a community of leaders for LGBT workplace equality. Participants focus on their role as LGBT leaders, being positive role models and forging bonds as a community.

#### ***Building Bridges: LGBT Diversity Training***

*Building Bridges: LGBT Diversity* training is a specialized diversity training program designed to help employers get the most out of LGBT employees and their co-workers by creating a more comfortable working atmosphere. Building Bridges breaks down the barriers between LGBT and straight employees by opening communication to foster a healthier workplace. Building Bridges serves as a supplement to standard diversity training. Issues are represented in the context of larger diversity issues and explored in greater depth.

Training components of Building Bridges include:

- Awareness: Through a series of interactive exercises, personal sharing and educational materials, experienced trainers help participants explore myths and facts about LGBT people

- Assessment: Participants assess the environment for LGBT employees and customers in the organization
- Action plan: The workshop concludes with the development of an action plan to create a more comfortable environment for all employees.

### ***Building Bridges: Transgender Diversity Training***

The *Building Bridges: Transgender Diversity Training* increases awareness of transgender issues in the workplace. This specialized training assists employers in meeting the needs of their transgender employees and providing information to employees at all levels. The program includes a discussion of “best practices” and suggestions for how co-workers can demonstrate mutual respect.

### ***Out & Equal Regional Affiliates***

The purpose of the Regional Affiliate program is to bring the educational and networking aspect of all of Out & Equal’s programming to the local level throughout the year. The number of Regional Affiliates continues to grow all the time; for the latest updates, go to [www.outandequal.org/affiliates](http://www.outandequal.org/affiliates).

### ***Out & Equal ERG Registry***

The ERG Registry is the largest community network of LGBT ERG leaders which offers resources to the membership, as well as connected ERG leaders across the globe in a unified community. The Registry is a place to share best practices, as well as connect with ERG demographics, structure and history.

### ***LGBT CareerLink***

LGBT CareerLink is an online development tool for LGBT job-seekers and LGBT-friendly employers. For more information, go to [www.lgbtcareerlink.com](http://www.lgbtcareerlink.com).

### ***Town Call Series***

The Town Calls are 1-hour webinars which allows constituents to participate in an interactive 1-hour seminar on the latest LGBT workplace issues, featuring topical experts and offered free of charge.

### ***Resource Materials & Out & Equal Professional Network***

The following materials have been developed by Out & Equal and are available as workplace equality resources:

- Out & Equal’s 20 Steps to Workplace Equality
- Workplace Campaign: The “I’m Out at Work!” visibility campaign includes stickers and posters, as well as a short online video, emphasizing LGBT and ally visibility at work.
- Employee Resource Group (ERG) Formation Guide
- Other resources are continually added to the Out & Equal website: [www.outandequal.org](http://www.outandequal.org) and for Leadership Council at <https://oenacra.Groupsite.com>

## Structure of Regional Affiliate Program

### Purpose and Overview

The purpose of the Regional Affiliate program is to bring local lesbian, gay, bisexual, transgender (LGBT) and allied networking and educational opportunities to achieve the mission of workplace equality for all, regardless of sexual orientation, gender identity, expression or characteristics. Regional Affiliates also provide a direct link between Out & Equal national and local communities by advocating the organization's values and mission through events, outreach and programming beyond the Workplace Summit. Affiliates provide direct support to the LGBT workplace community and are a key educational resource for LGBT professionals.

### Regional Affiliates

Regional Affiliates serve a geographic region that is either centered around a single metropolitan area, or covers a geographic area that shares a common business community or regional culture. Constituents should not have to travel more than 2 hours for Regional Affiliate events.

As of October 2009, there are 18 Out & Equal Regional Affiliates in the United States:

**San Francisco Bay Area** (2001): The greater San Francisco Bay area, including San Francisco, the East Bay and parts of the Peninsula

**Metro New York** (2001): Greater metropolitan area, including the 5 boroughs of New York and northern New Jersey

**Dallas-Fort Worth** (2004): Greater Dallas-Fort Worth area

**Chicagoland** (2005): the city of Chicago and its suburbs

**Washington, DC** (2006): the greater Washington area, including the District of Columbia, central Maryland and northern Virginia

**Rocky Mountain** (2006): major cities in Colorado, centered in Denver

**Arizona** (2006): Phoenix and surrounding areas

**Southern California** (2007): Los Angeles, Orange, Ventura, Riverside and San Diego counties

**Seattle** (2007): Seattle and environs

**Greater Portland/Southwest Washington** (2007): the greater Portland, Oregon, area including southern Washington state

**Greater Philadelphia** (2008): Philadelphia, the Lehigh Valley, and parts of Southern New Jersey

**Kansas City** (2008): the greater Kansas City area, including the business suburbs

**Atlanta** (2008): the greater Atlanta area

**NY Finger Lakes** (2008): the greater Rochester, NY, area, including areas in the Finger Lakes, parts of western and central New York State

**Tampa Bay** (2009): Tampa, Florida and the Tampa Bay region

**Indiana** (2009): the state of Indiana, with Indianapolis as the central hub

**St. Louis** (2009): the greater St. Louis, MO, area

**Houston** (2009): the greater Houston, TX area

## **Leadership Council**

Each Regional Affiliate is governed by a Leadership Council. In turn, Out & Equal uses this term to nationally recognize all council members as leaders in the Out & Equal community. Members of the Leadership Council are ambassadors of Out & Equal and must be approved by the national office. Each Regional Affiliate's Leadership Council determines the programming and local collaborations, and they act as resources to align regional work with the National strategic plan and vision. More information on regional Leadership Council is in the section on Regional Affiliate structure and governance below.

## **National Advisory Committee for Regional Affiliates (NACRA)**

The National Advisory Committee for Regional Affiliates is made up of Out & Equal staff and the Regional Affiliate co-chairs or other designated representatives from the Leadership Council. The purpose of the Committee is share ideas for Regional Affiliate programming with each other, and to provide guidance, support and direction for affiliates in establishing overall goals and objectives that enable them to effectively support the mission of Out & Equal.

## **Out & Equal Staff**

Support and oversight of the Regional Affiliate program is provided by the Out & Equal NETWORKS! department, which is overseen by an Associate Director level position within the staff. The Associate Director reports directly to the Deputy Director of Out & Equal, and consults with the Deputy Director and other members of the Management Team for decisions related to major Affiliate questions.

This department is also responsible to assure that Regional Affiliates follow proper fundraising, cash-flow, communications and council procedures.

## Regional Affiliate Benefits and Expectations

### Benefits of a Regional Affiliate

The key benefit for an Out & Equal Regional Affiliate is the Out & Equal brand. An affiliate operates under this internationally recognized non-profit organization, the largest in the United States dedicated solely to LGBT workplace equality. With this joint identity comes the benefit of the integrity of this mission-driven organization, as well as the opportunity to work directly with Out & Equal national staff, who provide support, resources, and activities for LGBT professionals in your own community. By utilizing the experience and expertise of Out & Equal staff and affiliates in other regions, each affiliate has the opportunity to affect the lives of LGBT workers in beneficial ways. In addition, affiliates benefit from the relationships forged with employers in their own communities that help support and produce events.

### Benefits include:

- Rights to operate under the Out & Equal name, which is recognized as the leader in LGBT workplace equality advocacy, networking and education. Benefits of this include:
  - Maintenance of 501(c)(3) non-profit status, including federal tax filing
  - Maintenance of finance procedures, banking and cash flow procedures
  - Development and use of Out & Equal regional affiliate logo and Out & Equal branding elements
- Communications, networking and internet support. Benefits of this include:
  - A customized regional affiliate page on the Out & Equal website, [www.outandequal.org](http://www.outandequal.org)
  - An exclusive Out & Equal-hosted online networking and communications tool dedicated to your region, free from 3<sup>rd</sup> party advertisements (Groupsite), with staff support in its usage
  - An Out & Equal email address, [affiliate-name@outandequal.org](mailto:affiliate-name@outandequal.org), allowing each affiliate to have an official email address for publication and correspondence
  - Supported access to Out & Equal database for affiliate correspondence and mailers
  - Supported access to Out & Equal's online RSVP/Registration system
  - Ability to receive affiliate donations online through the Out & Equal online donor system
- Connectivity to the Out & Equal national staff and network. Benefits of this include:
  - Leadership development opportunities for Council members
  - Connectivity through a national network of Regional Affiliates for sharing of best practices and ideas
  - Access to Out & Equal staff expertise on regional conferences and events
  - Referrals and information from Out & Equal national office
  - Programming and speaker ideas and support from Out & Equal national office
  - Preferred access to Out & Equal's suite of training packages
  - Publicity in the Out & Equal newsletter including publicity for sponsors of regional events
  - Access and fundraising expertise from Out & Equal Development staff

## Expectations of a Regional Affiliate

Along with the benefits of becoming a regional affiliate come certain expectations necessary for cultivating a working relationship between regional affiliates and Out & Equal national. While enjoying the benefits of being affiliated with Out & Equal, all Leadership Council members are local representatives of the organization, and should align themselves with official positions of the organization when representing their affiliate, and always conduct themselves in a professional manner.

### Expectations include:

- Activity and standards that are consistent with the mission and integrity of Out & Equal, specifically maintained by:
  - Formation and maintenance of a decision-making leadership body, which an affiliate's Leadership Council. All members of the Leadership Council are acknowledged nationally, and must be approved by the national office.
  - Submission of an annual program plan and budget proposal outlining activities and event topics
  - Consistent branding with Out & Equal, using approved logos and brochures, and templates as available
  - Submission of event outline during the planning process to allow Out & Equal staff to coordinate support, and submission of an outcomes report after an event to help Out & Equal evaluate success and facilitate Board reporting
  - Visible commitment to diversity by maintaining a Leadership Council that reflects the diversity within the LGBT and ally community in your region, as well as programming that is open and welcoming to all. Diversity is not limited to, but includes, sexual orientation, gender identity, race/ethnicity/cultural heritage, age, physical ability, profession, and industry.
  - Production of quarterly educational and networking events (most regional affiliates produce events regularly, as they are easily organized, fun, and energizing for the community)
  - Production of several focused events for targeted audiences (e.g., ERG or HR attendees)
- Coordination of communications, fundraising and networking information with the national office, including:
  - Fostering a regional network of constituents, and linking this constituent base with the national organization, to ensure uniform communications
  - Contribution of news or articles to Out & Equal newsletters
  - Providing content for a regional affiliate page on the Out & Equal website
  - Maintenance of online regional Professional Network (as of 2008, on the Groupsite platform)
- Financial sustainability of the Affiliate, and contribution to the financial sustainability of the Regional Affiliate program through:
  - Securing Affiliate event sponsors and hosts
  - Soliciting donations, both online and in person
  - Leveraging corporate volunteer gift match for Leadership Council members and other volunteers

- Commitment to the goals national-regional joint fundraising plan, as developed by Out & Equal staff and the Regional Affiliate Development Committee (forthcoming)
- Coordination with national Development staff on joint fundraising campaigns and projects

# The Leadership Council – Formation, Governance & Responsibilities

## Leadership Council Specifications

- Each region forms its own local Leadership Council with members approved by the National office
- Local Leadership Councils should consist of a minimum of 5 and maximum of 12 members
- Council members should represent at least 5 distinct organizations or employers in local communities, and there should be no more than 2 council members employed by any single organization, unless by exception through the national office.
- To the extent possible, the Leadership Council should reflect the diversity of the LGBT and ally community in the local region.
- A Council member term is 2 years, although only a one-year minimum is required. Members are asked to dedicate 6-8 hours per month for council meetings, planning, and programmatic activities
- Council members should attend monthly council meetings (this may vary depending on the needs of your regional affiliate)

## Leadership Council Roles, Responsibilities & Limitations

As local representative bodies of Out & Equal, it is important to outline the scope of responsibilities, powers and limitations of the Leadership Councils.

- Leadership Council members determine the programming, local collaborations and functioning of the Regional Affiliate.
- Leadership Councils do not vote in the governance of the national Out & Equal organization.
- Out & Equal is a 501(c)(3) non-profit organization, and as such, the national office is the fiscal agent for all Regional Affiliates. Leadership Councils may not authorize the expenditure of monies, nor receive funds directly. All expenditures must be approved by the national office. Similarly, fundraising events should be approved by and conducted in conjunction with the national office, with all monies directed to the National office, and allocated to the affiliate accordingly.
- Council members may represent the Out & Equal Regional Affiliate in their area. Leadership Council members may represent the national Out & Equal organization if they are asked to speak about programs, policies and perspectives that have an official statement from the national office either through the website, a press release or explicit conversations with an Out & Equal staff member. If unsure, contact the National office for advice or to direct the inquiry to the appropriate person.

## Becoming a Member of the Leadership Council

Being part of the Leadership Council can be extremely rewarding and personally satisfying. However, it takes a certain amount of dedication and passion to be a successful council member. Once individuals interested in becoming part of the council have been identified, they will need to complete an application to become a member of the council (see [Appendix E](#)). The application for council membership helps identify those

who possess the necessary enthusiasm and commitment to help develop and sustain the affiliate.

A Regional Affiliate member is an individual who attends affiliate events and is part of an affiliate's contact list. Out & Equal is not a membership organization as defined by the Internal Revenue Service (IRS). Regional affiliate members not serving on the governing board may not vote on Out & Equal national policy decisions or board elections.

To join the Leadership Council, one must fill out a brief application (Appendix E) to be submitted to the Secretary of the current Council (or to the National office directly). The Council votes to recommend the new member. This recommendation is submitted to the National office for final approval.

A Council Member serves for a 2 year term, which may be renewed by a vote of the council for a second term. A council member may serve no longer than 4 years, but may apply to rejoin the council after one year hiatus. Official term start dates are July 1 and January 1, although a council member may be asked to join at any time.

## **Leadership Positions**

Local Leadership Councils identify the needs of the LGBT workforce in their communities, organize programs and activities, and generate innovative ways to catalyze positive change. To accomplish these goals, several Leadership Council members should hold officer positions and serve as chairpersons of committees to ensure the affiliate sets clear objectives and meets goals. In addition, a member of the leadership Council should serve as a liaison to the national office on its regional affiliate Development & Fundraising Committee.

### **Leadership Council officer positions:**

#### ***Council Chairs***

They serve as the heads of the Leadership Council in accordance with the practices outlined in this guidebook. It is recommended that the council elect co-chairs. In addition, the chairs represent the affiliate on the National Advisory Committee for Regional Affiliates (NACRA) which meets for one hour every other month via conference line.

#### ***Secretary***

S/he is responsible for documenting council activities, which includes taking notes at Leadership Council meetings, distributing them to Council members, and facilitating communication among Council members (via e-mail or Groupsite). The secretary is also responsible for coordinating Leadership Council meeting times and locations and sending reminder emails to the council at least seven days prior to events. The Secretary may also coordinate marketing, communications and maintenance of the online network (Groupsite) if no position is defined for Outreach & Networking.

#### ***Treasurer***

Serves as liaison to Out & Equal National office regarding financial matters. This includes directing any funds raised to and requesting any expenditures from the National office. Initially this role may be held by Leadership Council co-chairs. The Treasurer should also submit the annual budget proposal and expected cash flow requests to the National office with the annual report each year.

### ***Committee chairs***

Each committee (as listed in the next section) should have a minimum of one chairperson from the Leadership Council who is responsible for the smooth operation of the committee and making sure the group reaches its objectives.

### **Affiliate Committees**

Committees are the backbone of an affiliate. Committees involve members in helping reach goals by producing events, reaching out to other members, soliciting feedback, and making things happen. While committee chairs should be members of the Leadership Council, committee members are not required to be.

### ***Programming committee***

Responsible for coordinating the production of educational and networking events throughout the year.

Objectives:

- Produce a minimum of four events per year
- Generate program ideas and evaluate them according to the affiliate mission and membership needs; this may also include a feedback and event evaluation process.
- Draft event proposals to submit to the Leadership Council for consideration
- Organize and execute affiliate events

**Staffing:** Chairperson and 6-8 core volunteer members along with additional volunteers as needed for individual events. Volunteers are not required to sit on the Leadership Council.

### ***Networking & Outreach committee***

The purpose of this committee is to increase visibility of the Out & Equal Regional Affiliate by building relationships with other individuals in the area, increasing the membership of the online Professional Network (Groupsite), Responsible for promoting the awareness of Out & Equal and the affiliate, and generating active members within the region. The Chair of this committee, or the Leadership Council chair(s), should be the liaison to the National office on all communication, fundraising and outreach.

Objectives:

- Increase active participation in the region's online Professional Network (Groupsite)
- Cultivate a network of donors to support the local and national work of Out & Equal
- Coordinate all mailing lists with the National office
- Publicize Out & Equal to potential members and other interested parties (i.e. ERG groups, HR professionals, and small/medium size organizations)
- Provide website content updates to Out & Equal national for the affiliate's page on the Out & Equal web site (this may also be done by the Secretary or Chair(s))
- Publicize events to the affiliate mailing list and LGBT workplace community
- Track RSVP information for events, or coordinate with National office on RSVP forms

- Conduct surveys on affiliate mailing list to determine how the regional affiliate can meet local workplace equality needs through programs consistent with Out & Equal mission and values

**Staffing:** Chairperson and 4-6 volunteer members.

**Resource committee**

Provides information, tools, and resources about workplace equality for affiliate members and local workplaces.

Objectives:

- Develop a clear understanding of the products and services offered to organizations from Out & Equal (i.e., Building Bridges, Town Call, Summit)
- Develop a local resource set of speakers, experts and offerings to assist with local programming and a national speakers bureau.
- Respond to information requests from the Leadership Council regarding LGBT workplace equality issues
- Develop procedures for documenting and cataloging requests for resources
- Provide quarterly updates to the Leadership Council on trends, themes, and common areas of interest or concern regarding information requests made to the council (this may also include utilizing survey templates from the National office)

**Staffing:** Chairperson and 3-4 volunteer members.

**Development Committee Liaison**

Each Regional Affiliate should designate one member of the Leadership Council to serve as a liaison to the national office on development and fundraising.

**Additional leadership positions**

The Leadership Council may create additional officer positions or abolish any additional officer positions by a 2/3 vote. Any additional officer positions established by a council must be renewed by a 2/3 vote within seven days of the start of each annual Leadership Council session.

**Notes for new Leadership Councils:**

It may take time to develop and implement a formal Leadership Council structure including leadership positions, committees, and chairpersons. In order to best facilitate this developmental process, we recommend that new affiliates initially elect the co-chairs and secretary to create structure and develop the regional affiliate's goals and objectives. Later, the affiliate may be better prepared to form committees and elect leaders. However, some prospective Regional Affiliates may have identified strengths and officers during the application process and be ready for an initial slate upon approval of application.

## **Elections**

Elections for council membership are outlined above. Elections for officer positions should follow this process.

Members of the Leadership Council may choose to appoint an *elections chairperson*. This individual will work with the Leadership Council to coordinate an election process that ensures the fair election of council leadership. The elections chairperson may not hold any other elected office or committee chair position while serving her/his term.

Below are guidelines for holding elections; they provide consistency and allow members to rise through the Leadership Council. Election should be held either January or June, to provide consistency in officer changes within the entire Regional Affiliate program.

### **Procedure:**

1. *Issue a call for nominations* – All current members of the Leadership Council may be nominated for an officer position. A member of the council may nominate any other member or herself/himself for a position. This can be done either by email or at a Leadership Council meeting. If a potential candidate for an officer position is not yet on the Council, s/he may be recommended for the Council and officer position at the same time, following the same guidelines as application to the Council. Use your personal and professional networks, as well as consult with the National office for recommendations during.
2. *Set a deadline for accepting nominations* - Once you've set the deadline, stick to it! When nominations are received, hold an election meeting. Council members who are unable to attend the election meeting may vote by email.
3. *Count the votes and announce the results* - The election chairperson will be in charge of tallying the votes and announcing the winners to the council (if no election chair is appointed, votes should be counted as a group). Results of the election should immediately be reported to the National office.

## **Leadership Council Officer Terms**

The term for each Leadership Council officer position (including committee chairpersons) is 1 year. An officer may be re-elected for a second term. If an officer position becomes vacant during that year-period, the council chairperson should appoint an interim replacement for the remainder of the term.

Leadership Council members can receive an extension on a term limit provided the council reaches consensus on such an extension, and the extension is approved by the national office.

## **Leadership Council Meetings**

Leadership Council meetings provide a forum for council members to present ideas, plan events, and set goals for the affiliate. Affiliates typically hold one Leadership Council meeting per month, although the timing and frequency of meetings during the inaugural period, a month when a program occurs, or during a holiday season may fluctuate.

If council members are unable to attend a meeting, arrangements should be made for participation via conference call. A council meeting is considered official when attended by a majority of the Leadership Council membership. If a council member fails to attend 3 consecutive official council meetings, the council may declare that council seat vacant by a majority vote.

The Leadership Council shall determine council meeting dates, times and locations. For consistency and convenience, the council should try to meet on the same day of the week and time each month (e.g., 6:30 p.m. on the 3<sup>rd</sup> Thursday of each month). A meeting schedule should be planned far enough in advance to allow all Council Members to give input and place it in their calendars. The Leadership Council secretary is responsible for coordinating meeting locations and sending reminder e-mails to the council at least seven-days prior to the meeting.

## **Reporting Requirements**

The Secretary is responsible for compiling minutes of council meetings and forwarding them to members. In addition, the regional Council should keep statistics of event attendance and evaluations and feedback from events, using the Event Coordination Report (sample in Appendix F). Leadership Council secretaries are expected to report on events and attendance to Out & Equal national on a monthly basis.

### **The following information must be furnished to Out & Equal national:**

- Annual budget proposal for upcoming fiscal year by October 31<sup>st</sup> (or alternate date established in advanced)
- A summary description of the progress and results of the regional affiliate for that year, including an evaluation of the affiliates successes and challenges, due before December 31<sup>st</sup>.
- For each event, the Event Coordination Report (Appendix F) should be submitted with components for both pre- and post-event information. This will allow the National office to efficiently coordinate support for promoting an event, as well as assess event outcomes.
- New contact information collected through regional affiliate event attendee lists or business cards should be sent to the Out & Equal national office to be entered into the database for the region; this will ensure continuity and maintenance of all Out & Equal constituents.

## **Annual Regional Affiliate Certification**

Out & Equal staff meets annually with Leadership Councils to discuss progress and goals. Upon determination that affiliates have met the expectations set up by Out & Equal, affiliates receive annual certification and their affiliate status.

## **Regional Affiliate of the Year Award**

The Out & Equal Regional Affiliate of the Year Award is announced in the spring of each year. Awarding of the Regional Affiliate of the Year will be based on successful and creative programming, the diversity and functionality of the Council, vision in supporting the Out & Equal mission, fundraising and sustainability efforts and moving Out & Equal forward in their region.

## **Appendix A: Recommendations for Programming & Activities**

### **Regional Affiliate Goals**

#### **The big picture**

Regional affiliates provide a unique way for Out & Equal to reach LGBT professionals, allies, and HR staff and management at organizations throughout the United States and abroad. By following Out & Equal's mission, regional affiliates make workplace equality a reality. Through production of educational and networking events, providing information to local organizations and connecting LGBT workplace and community leaders. By serving as a resource for communities, regional affiliates play a vital role in enacting change.

#### **In your community**

The individual goals and objectives of each affiliate will depend on your community's programmatic and educational needs, but should be in line with Out & Equal's mission of workplace equality.

Some existing affiliate's goals include:

- Provide support to existing LGBT ERGs
- Outreach to companies that have not yet developed an ERG
- Increase awareness of Out & Equal among local organizations and LGBT community members
- Coordinate networking opportunities for LGBT professionals
- Organize events and activities that address issues relevant to the LGBT workplace community, such as LGBT HR policy, impact of national, state and local laws or ERG best practices
- Meet the needs of employers, both large and small, in terms of ensuring workplace equality
- Develop and implement fundraising events to help provide support to Out & Equal national
- Bring in Out & Equal Building Bridges Train-the-Trainer
- Conduct ERG Roundtables

#### **Target participants**

Target participants for regional affiliates include ERG leaders and members, LGBT employees, HR professionals, and straight allies. Affiliates should constantly strive to increase their constituent network base among target participants as well as broaden diversity. Potential outreach opportunities for diversity can include partnering with other diversity/minority oriented organizations to increase attendance and new networks.

#### **Outreach and Communication**

For affiliates to effectively reach their goals, Leadership Councils need to generate new constituents through outreach programs. Programs should aim to promote the awareness of Out & Equal and increase active participation in the affiliate, as well as utilize Out & Equal's existing national communication and RSVP system.

### **Marketing for success**

In order to increase constituent networks, your target audience needs to know about Out & Equal and understand its mission. By increasing excitement and enthusiasm of existing network members you can help increase visibility through word of mouth. In addition, utilizing ERG groups as a marketing tool is another great way for increasing exposure to Out & Equal. Another way is to contact HR staff of companies without ERGs and enlist them to help market Out & Equal to the organization's staff.

### **Communication with affiliate networks**

The *Networking and Outreach committee* should work closely with the Out & Equal national office to maintain a list of active members and should send programmatic updates and information to members on a regular basis.

At each regional event, the *Networking and Outreach committee* should collect business cards to be sent to the Out & Equal National office to include in the regional database (this may be done electronically as well). Affiliates should make their networks aware of the affiliate page on the Out & Equal website, and invite new contact to join the online regional Professional Network (Groupsites). The webpage is an efficient way to communicate event information. The regional affiliate should develop ways to use e-mail in promoting events and conveying information. This committee can also continue an event discussion on the Professional Network (Groupsites) to increase the network engagement between events.

### **Program Calendar**

Creating a program calendar is an extremely important job for a Leadership Council. The calendar will help drive events and keep members informed. The calendar can consist of regional networking and educational activities, Out & Equal national events (e.g., the annual Summit), fundraisers, and other important LGBT and community-based events (e.g., pride month information). This calendar should be made available online through the Regional Professional Network (as of July 1, 2008 on the Groupsites platform.)

### **Event Sponsorship and Fundraising**

#### **Sponsorship**

Working directly with employers in your community can be extremely beneficial when it comes to producing events. It is a good idea to work with organizations because many have funds specifically dedicated to community-based activities with which their employees are involved. Others are happy to host programs at their offices. Companies with comprehensive diversity policies are very helpful because they often contribute to non-profits that promote inclusive values and often have offices in communities throughout the United States. Check to see if their resources may be available for your affiliate.

Leadership Council members should work directly with membership and ERG groups to identify potential sources of funding and assistance. Identifying companies that are willing to help is key to success.

## **Fundraising**

Fundraising is critical to the longevity and sustainability of a Regional Affiliate, and although an all-volunteer Council can keep costs down, it provides an additional means of securing funds for events and activities. Some events produced by regional affiliates include a “suggested donation” that attendees may contribute to help support the work of the organization. Other events are free of charge. At times, an event may be held that has a required fee for admission. Fees should be actively considered, even with a sponsor, as they can be considered a donation to Out & Equal and having a fee for a program suggests that the program has value, and ensures lower attrition of registrants. These can also be charged at the point of registration through Out & Equal’s online registration system.

Typically, affiliates solicit donations from participants at events and these funds can be used to organize future events and fund activities.

As Affiliates grow and want to get more connected to the National movement, it is recommended that they organize fundraising initiatives and programs to financially support the national Out & Equal organization, working closely with Out & Equal’s Development staff.

Beginning in 2009, a graduated plan of fundraising and revenue allocation will be implemented to ensure sustainability and growth of the Regional Affiliate Program. (See Appendix G). Each affiliate will also have a Development & Fundraising Liaison to coordinate with the national Development staff on fundraising events and ideas.

## **Appendix B: Event Planning Guide**

### **Introduction**

Out & Equal Regional Affiliates produce successful events in a variety of formats, tailored to meet the needs and interests of their particular area. Events vary in purpose, location, timeframe, formality, number of speakers, audience size and other elements, depending upon the goals and purpose.

Often, an event will include both a networking and an educational component, such as an initial networking reception followed by an educational program featuring a panel discussion on a selected topic. At times, social and business networking may occur simultaneously with an educational activity or planned program.

Often, the event planning is spearheaded by members of the Regional Affiliate council who serve on the Event Planning Committee of that council, using the Event Coordinating Report to help coordinate National support for events (Sample in Appendix F).

### **Financial Aspects of Event Planning**

Leadership Council members are encouraged to seek donations and sponsorship for all regional affiliate events.

### **Step-By-Step Guide to Planning an Event**

The steps below describe how to plan, conduct and follow up an Out & Equal program. Modifications to meet specific needs are expected and encouraged. The sequence of steps is not fixed and should be addressed in the order that makes sense for the planners.

#### **Step 1: Selecting the Date, Host, and Location**

The Leadership Council makes the decision to plan and conduct an Out & Equal program. They then begin by seeking a company to host the event. The criteria for hosting the event include: providing space, food and beverage for 50-100 people or more, and audio/visual equipment. The hosting company will be acknowledged as host and will receive publicity and visibility. An executive of the company will be invited to say a few words of welcome at the event.

Conversations with the sponsoring company will help determine the date. The timeframe selected will depend on the type of event planned: breakfast program, all-day event, luncheon event, afternoon event, evening program, reception or social hour with program. A suggestion: The Friday morning timeframe of 8:00-10:00 AM has proven to be highly successful for programs in some locales. Evening programs prove better in others. Know your audience.

#### **Step 2: Letting the Host Know Expectations**

Whomever the host (a corporate headquarters, a regional office, a local business, a friend of Out & Equal), it is important to explain that the site must provide enough space to accommodate expected attendees. A goal may be to have 50-100 attendees.

The host is expected to cover costs and make arrangements for foods and beverages. A continental breakfast (assortments of pastries, fruit, and beverages) is typical at breakfast events; cheese and crackers with wine is typical at evening events.

The host is expected to provide five or more items to give away as door prizes; this can be an excellent opportunity for branding, as most hosts provide items with their logos on them. The host is also expected to provide set-up items (as described in step 7).

On a side note, Out & Equal national is also willing and able to provide items to give away as door prizes and gifts to attendees, such as Out & Equal logo pens, logo mousepads, logo coffee mugs, logo post-its, copies of the latest national newsletter, brochures about Out & Equal programming and events, and more. Contact Out & Equal national for supplies.

### **Step 3: Selecting the Topic and Inviting the Speaker(s)**

#### Selecting the Topic

Once the date, host, and location are finalized, the next step is to determine a topic. This may be done in conjunction with a proposed host based on expertise they might draw upon. Is there a particular topic that seems especially timely? Out & Equal regional leaders should come up with and discuss several possible topics for the event. Contact Out & Equal National office if you need suggestions. The preferred topic will usually emerge in discussions, and factors such as timeliness of an issue or speaker availability can affect topic selection.

#### Inviting the Speaker(s)

When a topic has been agreed upon, brainstorm a list of potential speakers. Contact Out & Equal national if you need suggestions. The list should be prioritized, keeping in mind the need for diversity and gender parity, especially in terms of representing women, bisexuals, transgender people, and people of color. It is a good idea for the event to feature 2-3 panelists with varying perspectives on an issue. A moderator should be identified to lead discussion. The moderator could be a member of Out & Equal regional leadership, an executive of the hosting company, or a community member with knowledge of the topic. If a well-known personality or topic specialist is available, a keynote speaker program rather than a panel program may be preferred.

Once names of potential speakers are selected, one or two members of the Leadership Council should be identified to contact potential speakers. Approaching potential speakers should be done in an organized fashion to avoid confusion or extending invites to multiple people of the same expertise. While initial contacts with potential speakers are best accomplished by telephone, written follow-up and confirmation by email and/or regular mail may also be necessary to ensure plans are clearly communicated and agreed upon.

#### Preparing the Speaker(s):

Speakers may or may not require an honorarium and/or travel expenses. Individuals who are employees of corporations usually do not require either. Independent consultants often require an honorarium or travel expenses or both.

While hosts take care of costs associated with location and food and beverage, regional affiliates are left with related speaker fees. Out & Equal's national office handles accounting for regional affiliates. Please speak with your national office liaison for information on accessing funds to pay speaker fees.

Organizers should provide selected speakers with clear instructions on the logistics of the event and the expectations of their topic assignment. Suggestion: Prepare a list of three or four questions related to the topic for the panelist(s) to assist them in preparation.

It is important to find out about and adequately plan for audio-visual needs. These arrangements should not be left until the last minute, and all complications need to be sorted out ahead of time.

#### Step 4: Planning the Program

Regional affiliate leaders should carefully prepare an agenda. This agenda should clearly indicate who will present the initial welcome and include expressions of appreciation, introductions, moderation, time-frame for speakers, a question and answer segment, door prizes, announcements, and closing. If possible, a CEO or other top executive should be invited to welcome on behalf of the hosting company. If applicable, the chair of the hosting company's ERG should also be included in the program, either to offer a greeting or serve a leadership role.

A sample schedule/ agenda for an Out & Equal event is provided below. This can be modified as needed for the type of event and timeframe selected.

#### ***Sample Agenda for Power Pride Breakfast***

Date of Event: Friday, September 25<sup>th</sup>

7:30 - 8:00 AM - Space available for arrival of leaders, caterers and set-up (as needed)

8:00 - 8:30 AM - Arrival of guests with opportunity to donate \$5-\$15 or other selected amount. Continental breakfast and networking reception

8:30 AM - Program begins with welcome segment

8:45 - 9:30 AM - Panel or keynote with question and answer segment

9:30 AM - Announcements and door prizes

10:00 AM - Appreciations and closing (a call for donations to support Out & Equal may be included in the closing segment if deemed appropriate)

10:00 - 10:30 AM - Additional networking time as desired

Suggestion: Attendees usually disperse by 10:00 AM. However, there may be needs for additional networking time, so reserving the space until 10:30 AM. is recommended.

#### Step 5: Event Announcement and Promotion

Announcement and promotion of the event should begin as far in advance of the event date as possible. If the event date is known six months ahead of time, that is not too early to send an initial announcement to local calendar editors, LGBT-related web sites, print publications, and community centers. If events are planned for the entire year in advance, publishing and promoting a calendar on the Groupsite network can be very helpful.

Calendar editors often require that announcements are sent six to eight weeks prior to the event date (announcements can be sent more than once). Promotion can be as limited or as extensive as the Event Planning Committee desires or deems appropriate. In the case of a full-blown effort, several types of announcements should be developed: a short calendar announcement, an email format announcement, a news release or news article announcement, a public service announcement version for radio or television announcement (with script), and a media alert announcement (in the case of a high-profile keynote speaker program).

Plans should be made to post an announcement on local LGBT or alternative email listservs and message boards. Calls to local LGBT and mainstream media contacts are recommended to ensure that announcement information is received and reporters and photographers are invited to attend (if desired). Suggestion: Members of National Association of Lesbian & Gay Journalists (NLGJA) chapters can be most helpful in the promotion and coverage of the event. To find out local NLGJA contacts, the organization's national office may be reached at: 202-588-9888 or [www.nlgja.org](http://www.nlgja.org).

Finally, all regional affiliate events can be posted on that regional affiliate's own page of the Out & Equal website as well.

#### Step 6: Registration and Security

Registration process: All announcements of the event should include information on how to RSVP. Space at the hosting site will probably be limited, so reservations may be required. If the event is free or "pay upon arrival," anticipate a percentage of "no shows" as high as 25%.

The best method of getting RSVPs/Registration is to utilize Out & Equal's online system, maintained by the National office. An attendee list will be sent to your event coordinator upon closing of registration, or a set of dates agreed upon. Otherwise, a copy of the RSVP list must be sent to Out & Equal's National office, for entry into our database.

Security arrangements: Companies hosting in their offices or facilities often require that a list of expected attendees be provided. This list should be compiled during the RSVP process and provided to the security officials prior to the start of the event. It is important to check with security staff to find out how far in advance/ if they require such a list. Security procedures will vary from site to site and it is not unusual for attendees to be expected to sign in and wear visitor badges during their stay.

#### Step 7: Set-up

The host is responsible for making food and beverage arrangements for the event. A caterer or other provider should be confirmed at least three weeks prior to the event and based on the budget available, a menu should be decided upon. Plans should be set so that food and beverages are delivered and arranged on the day of the event well before the arrival of the first attendees.

The Event Planning Committee is responsible for making sure that an Out & Equal banner is prominently displayed in the event space (preferably as a backdrop behind the podium). Out & Equal National office will provide you with a banner to use for your events. Please contact Out & Equal national if you need a replacement.

As mentioned in Step 2, in addition to making food and beverage arrangements, the host is expected to provide five or more items to give away as door prizes; this can be an excellent opportunity for branding, as most hosts provide items with their logos on them. Out & Equal national is also willing and able to provide items to give away as door prizes and gifts to attendees, such as Out & Equal logo pens, logo mousepads, logo coffee mugs, logo post-its, copies of the latest national newsletter, brochures about Out & Equal programming and events, and more. Contact National office for Out & Equal collateral.

Plans should be made for obtaining:

- tables (for food and beverages, sign in, informational materials, and panelists)
- sign-in sheets (to collect names, emails, phone numbers and mailing addresses)
- a basket for business card collection for use in drawings for door prizes
- a basket for collection of entrance fees
- name badges
- seats for the audience (based on RSVPs)
- a podium, microphone and AV equipment (overhead projectors, power-point presentation equipment, flip-chart, etc)

If the host has capability and allows it, the event may be recorded or streamed live on video; be sure to get all speakers' permission beforehand.

#### Step 8: Follow-up

Plans for evaluation of the event should be created ahead of time. The Event Planning Committee should set aside a specified time to discuss the results of the event and ways to improve future events. Suggestion: evaluation forms are often effective for gathering feedback in a systematic fashion.

An accounting of expenses, donations (both in-kind and cash) and admission fees should be prepared, distributed, and recorded so that financial information is accurately documented and available. All money collected at the event gets sent to the national office, where our staff members maintain the Regional Affiliate's financial accounts. This can be reported in the second half of the Event Coordination Report.

Copies of sign-in sheets (or a spreadsheet) must be sent to Out & Equal's national offices for entry into our database to track attendance; these will also be flagged for any Regional communications.

## Events Checklist

You can use this checklist to make sure you don't skip a step or task in planning an event. Check the appropriate box () when done, and fill in details when needed.

### **Step 1: Selecting the Date, Host, and Location**

- Date \_\_\_\_\_
- Host \_\_\_\_\_
- Location \_\_\_\_\_

### **Step 2: Letting the Host Know Expectations**

- Host knows that site must have enough space to accommodate attendees.
- Host knows that they are responsible for food and beverages.
- Host knows that they are expected to provide five door prizes for give-away, which is an excellent branding opportunity.

### **Step 3: Selecting the Topic and Inviting the Speaker(s)**

- Select topic \_\_\_\_\_
- Invite speaker(s) \_\_\_\_\_
- Prepare speaker(s): discuss honorarium and/ or travel expenses, if applicable; explain logistics of event (location, etc.); review topic; ask about audio-visual needs.

### **Step 4: Planning the Program**

- Prepare agenda

### **Step 5: Event Announcement and Promotion**

- Post to Groupsite calendar
- Send info to National office for RSVP form and email announcement
- Initial announcement
- Closer-to-the-date announcement
- Posting on Out & Equal website page for Regional Affiliate

### **Step 6: Registration and Security**

- All announcements include information on how to RSVP
- Send attendance sheet or RSVP list to National office for records
- Check-in with security staff at host's location about procedures
- Submit final Event Coordination Report to National office with two weeks of completed event

### **Step 7: Set-up**

- Coordinate catering/ food delivery
- Plan to display Out & Equal banner
- Confirm all other supplies

### **Step 8: Follow-up**

- All money collected is sent to national office, for Regional Affiliate accounting
- Copies of sign-in sheets are sent to national office
- Evaluation of the event is conducted

## Appendix C: Starting a Regional Affiliate

Those interested in starting an affiliate in their community can count on support from Out & Equal national as well as other regional affiliates. Here are the steps to starting an affiliate:

1. **Do some research** - Become familiar with Out & Equal's educational programs, constituents, and vision. Determine if there is a need in your community for the type of work Out & Equal does. Are there other programs (i.e., LGBT networking groups, educational groups, or professional organizations) in your area doing related work with whom you could partner or find support?
2. **Network, network, network** - Locate dedicated individuals in your community who are interested in helping start an affiliate. Out & Equal national recommends gathering 10-15 people from separate organizations or employers in your area for initial conversations about establishing an Out & Equal regional affiliate in your area.
3. **Informational meeting with Out & Equal staff** - Contact Out & Equal national to set up a meeting to go over information in this guidebook, information about how other affiliates were created, the application process, and any questions you may have. This may also be an exploratory conference call with all interested parties and Out & Equal staff.
4. **Application process** - Once your group meets with Out & Equal staff and decides to move ahead with becoming an Out & Equal regional affiliate, you will need to complete a regional affiliate application (see Appendix D). Out & Equal national staff will help guide you through the application process.
5. **Setting up your first council** – In the application, you also need to propose your first Leadership Council for National approval. Once all members are approved, you can hold your first elections, with terms beginning Jan 1 or July 1, whichever is sooner. Each prospective Council member must submit an application (Appendix E).

## Appendix D: Regional Affiliate Application

### Out & Equal Workplace Advocates Regional Affiliate Application

This is the start of the application process for creating an Out & Equal Workplace Advocates Regional Affiliate. Before reaching this phase you should have already spoken with staff members of Out & Equal national about what being an Out & Equal regional affiliate means. Please answer the following questions to the best of your knowledge. We recognize that you may not have finalized all the answers. **This document is optimized as a form; type in your responses in the blue text areas.**

#### Section 1: Purpose

What city or metropolitan area will your affiliate serve and represent?

**Name and Describe your region here**

What is the proposed name for your affiliate?

Out & Equal **Region Name**

What is the purpose of your affiliate, (i.e. what specific or local needs will it will be serving)?

**Type here**

#### The Out & Equal mission

**Out & Equal Workplace Advocates™** educates and empowers organizations, human resources professionals, employee resource groups, and individual employees through programs and services that result in equal policies, opportunities, practices, and benefits in the workplace regardless of sexual orientation, gender identity, expression, or characteristics.

With this as a template, provide your Regional Mission statement:

**Type Statement here**

#### The Out & Equal Vision

Workplace equality for all regardless of sexual orientation, gender identity, expression, or characteristics.

With this as a template, provide your Regional Vision:

**Type Statement here**

How would you describe your core constituents? (ie: HR professionals, Employee Resource Groups, executives, large corporations, medium-sized or small businesses)

**Type here**

Why does your group want to be an Out & Equal affiliate?

**Type here**

Leadership Council meetings are typically held monthly. Do you anticipate this frequency?

**Yes** If 'no' or 'unsure', please offer an explanation: **Type here**

How often do you anticipate gatherings, events or meetings that go beyond the Council?  
[Type here](#)

**Section 2: Starting up**

What challenges does your group anticipate facing while initiating this affiliate?  
[Type here](#)

In what ways do you expect Out & Equal national to provide support for your affiliate?  
[Type here](#)

In what ways would you like your Affiliate to enhance the national work of Out & Equal through resource development or fundraising?  
[Type here](#)

**Section 3: Leadership Council**

Each Out & Equal affiliate is required to have a minimum of five members on their Leadership Council who represent a minimum of five different companies. We request that each Leadership Council member’s employer have knowledge of and generally support their volunteering. We encourage each affiliate to have diverse industries, occupations, gender identities, ages, ethnicities, physical abilities, and sexual orientations represented on their council.

Please provide information for each individual committed to the Leadership Council of the new affiliate. The first two should be the primary contacts for this application (make sure to list a minimum of five people):

**Primary Contact**

**Name**  
**Email**  
**Employer**  
**Title**  
**Preferred Phone**      **Phone Type**  
**Address**  
**City, State ZIP**

**Secondary Contact**

**Name**  
**Email**  
**Employer**  
**Title**  
**Preferred Phone**      **Phone Type**  
**Address**  
**City, State ZIP**

**Contact 3**

**Name**  
**Email**  
**Employer**  
**Title**  
**Preferred Phone**      **Phone Type**  
**Address**  
**City, State ZIP**

**Contact 4**

**Name**  
**Email**  
**Employer**  
**Title**  
**Preferred Phone**      **Phone Type**  
**Address**  
**City, State ZIP**

**Contact 5**

**Name**  
**Email**  
**Employer**  
**Title**  
**Preferred Phone**      **Phone Type**  
**Address**  
**City, State ZIP**

**Contact 6**

**Name**  
**Email**  
**Employer**  
**Title**  
**Preferred Phone**      **Phone Type**  
**Address**  
**City, State ZIP**

## Appendix E: Leadership Council Member Application

### Out & Equal Leadership Council Member Application

By filling out this form, the applicant agrees to: at least a 1-year commitment, be present at regional affiliate events, participate in one meeting a month, and volunteer at least two hours a month for work related to the council. In addition to filling out this form, each applicant is expected to provide on a separate page, one reference related to involvement in any of the LGBT workplace activities mentioned below. **This document is optimized as a form; type your responses in the blue text areas.**

Please email this completed form to [networks@outandequal.org](mailto:networks@outandequal.org) for approval.

*Regional Affiliate Name*

#### Contact Information

First Name MI Last Name, Suffix

Preferred Phone      Phone Type  
Alternate Phone      Phone Type

Email Address  
Alternate Email Address

Preferred Address Type  
Address 1  
Address 2  
City, State ZIP

Employer Name       Check if self-employed  
Industry  
Position/Title

I am involved in (leave blank if not applicable)

- Human resources
- Employee Resource Group: **Name**
  - Check here if you are in a leadership role at your ERG.
- Community relations

**Demographic information (used to gauge Leadership Council diversity).**

Sexual Orientation  
Gender Identity  
Date of Birth (including year)  
Ethnicity

### Leadership & Experience

1. If any, describe your level of involvement and/or experience with Out & Equal on either the national or local levels.  
[Type your answer here](#)
2. Describe your experience working with other non-profit organizations, LGBT or otherwise, either as an employee, volunteer or Board member. Please note those obligations in which you will concurrently serve during your tenure on the Out & Equal Leadership Council.  
[Type your answer here](#)
3. If any, describe your event planning and/or meeting facilitation skills/experience.  
[Type your answer here](#)
4. Tell us about prior leadership experience (personal or professional). Please describe a few issues you have encountered, actions you took, results achieved and lessons learned.  
[Type your answer here](#)

### LGBT Experience & Networks

5. Briefly describe how you have helped make your organization or community more supportive and inclusive of LGBT people. Also describe your commitment to future improvements.  
[Type your answer here](#)
6. Describe your network of LGBT professionals and straight allies in the workplace (this network should reach beyond your individual company or organization).  
[Type your answer here](#)
7. Describe your exposure to and experience with LGBT workplace issues.  
[Type your answer here](#)
8. Describe your access to specific LGBT subject matter experts.  
[Type your answer here](#)
9. Based on your knowledge of and interest in LGBT workplace issues, please describe 1-2 potential events that you would like to see this Out & Equal Regional Affiliate organize over the next twelve months. For each event, please include information on the following:
  - What is the topic/subject matter area to be featured at the event?
  - How does this topic relate to the workplace?
  - Do you see this as a Marquee event (75-100 people in attendance) or a Roundtable discussion (15-20 people in attendance)?
  - If a Marquee event, would the event feature a primary speaker or a panel discussion?
  - For either type of event, list the specific individuals and/or organizations you would suggest we approach to speak or participate on a panel[Type your answer here](#)

## **Out & Equal Commitment**

10. Why do you want to be on your affiliate's Leadership Council?  
**Type your answer here**
  
11. What unique attributes/skills would you bring to the Out & Equal Leadership Council?  
**Type your answer here**
  
12. The baseline time commitment for Council members averages between 2-4 hours per month. If you are leading an event, meeting frequency and time commitments increase to approximately 8-10 hours per month based on the demands of planning and organizing specific events. Are you willing and able to make this commitment of time?  
**Type your answer here**
  
13. What else would you like us to know about you that is relevant to the application process?  
**Type your answer here**

### **THANK YOU!**

PLEASE SUBMIT VIA EMAIL TO [NETWORKS@OUTANDEQUAL.ORG](mailto:NETWORKS@OUTANDEQUAL.ORG)  
or YOUR REGIONAL AFFILIATE'S SECRETARY

## Appendix F: Event Coordination Forms

The most current Event Coordination forms are available online to Leadership Council members. Below is a sample of these forms.

Regional Affiliate

### Basic Information

Event Name

Date

Start Time

End Time

Location with Street Address

Capacity Limit

Primary Out & Equal Contact for Event

Contact Email

Other Organizations Associated with Event

Speaker(s)

Short Event Description

### Finance

Sponsorship

Sponsor	Amount	Sponsor Type	Contact Name	Contact Email

*NOTE: National must be supplied with a letter from each in-kind sponsor, stating the nature and value of the in-kind gift.*

Registration Fees per Person

Will you collect donations?

### Registration and Publicity

I understand that I must complete the Event Registration and Publicity Form if I want National to publicize this event or keep track of the number and names of people who register for it.

## **Regional Affiliate**

Event Name

## **Basic Information**

Number of Participants

Please provide us with a short summary of your event, assessing its content and success.

Did any aspect of the event (e.g. speakers, sponsors, partnering organizations) not match the original plan?

*NOTE: Any money given at the door should be sent to National for deposit and allocation to your affiliate.*

NETWORKS!  
Out & Equal Workplace Advocates  
155 Sansome Street  
Suite 450  
San Francisco, CA 94104

**THANK YOU!**

## **Appendix G: Fundraising and Revenue Sharing**

### **Regional Affiliate Development Policy: Fundraising & Revenue Sharing for Sustained Growth**

#### **The Important Role of Out & Equal Regional Affiliates**

Out & Equal is building a movement that empowers individuals and employers to achieve LGBT workplace equality. Out & Equal designs its core programs to transform the progress being made to achieve workplace equality into resources that lead change for LGBT equality in the US and beyond. Out & Equal Regional Affiliates play a critical role in creating and delivering effective programs that focus on achieving LGBT workplace equality through networking, educational efforts and community engagement activities at the local level.

Out & Equal Regional Affiliates must also be a vital component in building financial resources needed to sustain the programs delivered regionally and nationally. The ability of the national organization to build the infrastructure necessary to drive widespread and lasting change – and the ability of a regional affiliate to lead change locally by customizing those resources and creating local programs – is tied directly to the resources available to each. Securing and appropriately allocating those resources are an ongoing challenge. As Out & Equal enters its second decade, it is increasingly important to find the resources that will allow the organization to build tools that are portable, scalable, customizable and that utilize leading edge technologies.

Out & Equal expects to establish a partnership with each Regional Affiliate that reflects the opportunities available through local relationships for strengthening its regional and national impact. This document outlines the roles and expectations of Regional Affiliates as a source of fundraising support for Out & Equal.

#### **Regional Affiliate Fundraising: History and Current State.**

Before this document, Out & Equal had not specifically articulated expectations for Regional Affiliate fundraising. The approach toward securing resources has been generally left up to each Regional Affiliate, and therefore has been inconsistent.

During the first five years of the Out & Equal Regional Affiliate program, most Regional Affiliates have been successful in securing “in-kind” donations of facilities and refreshments and/or cash sponsorships for creating and/or delivering Out & Equal programs locally. Some Affiliates regularly collect small contributions to offset event costs and increase Regional Affiliate visibility. A few Affiliates have begun to engage sponsors in a way that supports both local events as well as contributes to Out & Equal programming nationally. This last approach is the model toward which all Regional Affiliates are asked to move.

### **Regional Affiliate Fundraising Expectations**

Beginning in 2009, each Affiliate will coordinate with Out & Equal to set and reach annual targeted fundraising goals designed to grow Affiliate programs and to contribute to the overall programming objectives of Out & Equal at the national level.

The funds raised specifically for Affiliate programming will be shared as follows:

- 2/3 allocated to direct Regional Affiliate programming
- 1/3 allocated to Out & Equal's national program development budget

**Each year, a minimum target for fundraising for any Regional Affiliate will be set, and should be a fixed amount of programming value in combined cash and in-kind donations; one-third of this minimum should be in cash to support national programming and resources<sup>1</sup>.**

Higher targets will be agreed for Regional Affiliates whose local resources and history indicate such targets are readily achievable.

In many instances, corporate support for Regional Affiliate events comes from organizations with which Out & Equal has a national sponsorship relationship. Where that is the case, it is important that Out & Equal is able to recognize the full extent of the relationship with that sponsor, and that the national Out & Equal office and the Regional Affiliate(s) involved are consistent in strategic approach and message. Funds or in-kind donations designated specifically for Regional Affiliate events from Out & Equal national sponsors are not included in the minimum targets for Regional Affiliate fundraising. Such designated contributions would be 100% available to Regional Affiliate programming.

Opportunities exist where sponsorship relationships for companies with a local presence are only available at the Affiliate level or only available at the Out & Equal national level. Under circumstances where a relationship between a national company and Out & Equal is only at the Regional Affiliate level, Out & Equal will look to the Regional Affiliate to help convert the relationship to a national sponsor. Likewise, Out & Equal will encourage national sponsors to support Regional Affiliate activities as a core component of the overall relationship.

In addition, a significant opportunity for Regional Affiliate fundraising is in cultivating individual donors.

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<sup>1</sup> Some other policies regarding Regional Affiliate funding and transactions:

- Online transactions and event registration fees will include a 10% fee to help offset costs for processing and bank fees.
- In-kind sponsorships should include a statement of value from the donor in order to be acknowledged and credited to affiliates by Out & Equal.
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## **Recommended Methods of Fundraising**

Out & Equal is establishing methods to assist Regional Affiliates meet their fundraising goals. We are creating a new Out & Equal Volunteer Leadership Circle, a group of representatives from the Leadership Council, major donors and members of the Board of Directors who are committed to providing leadership for engaging volunteers to help Out & Equal expand its financial resources during this critical time of political change and economic challenges. Each Regional Affiliate is requested to designate their Leadership Council representative or choose another member to serve with this Circle.

Out & Equal Regional Affiliates will handle their annual fundraising goals using the methods that best fit their own regional efforts. Some may choose to delegate portions of the goal among participating ERG members; others may choose to initiate an annual individual Leadership Gifts Campaign that could culminate with announcements at the Out & Equal Annual Summit in the fall.

For Out & Equal Regional Affiliates, the most *effective* methods for fundraising, in this order include:

1. Person-to-person individual leadership gifts campaigns (can also include letters, calls & emails)
2. Grant applications to local/regional corporate or private foundations for program support (these funds usually are designated for local use, and only 10-20% would be given to the Out & Equal national office for assistance with applications, reporting and financial administration)
3. Requesting business Sponsorship support of local/regional programs or events from: company employee groups; marketing/advertising departments; and/or Human Resource recruitment or Diversity department budgets
4. Fundraising events<sup>2</sup>

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<sup>2</sup> Cautionary Note About Fundraising Events: Events are especially good for making friends and introducing the organization to potential supporters, however, most events are very time-intensive for volunteers and are one of the most difficult methods of raising money. Net profits are usually made by securing Sponsors and donations for auction or raffle items and their purchase, rather than from tickets sales.

### **Additional Protocols and Notes**

Fundraising goals will be part of an annual or revised budget to be submitted to Out & Equal as requested.

For new Affiliates, Out & Equal will consider providing an initial grant of up to \$500 (plus an additional match grant of \$500) to assist in the new Affiliate's organizational costs.

Out & Equal Workplace Advocates will remain as the single, official nonprofit, tax-exempt 501(c)(3) organization and will handle the fiscal management of all contributed and designated funds raised. All activities will be conducted in accordance with state and federal laws that are applicable to Out & Equal as a tax-exempt organization for charitable purposes. Out & Equal's Federal Tax ID number is: #02-0681855.

If an Out & Equal Regional Affiliate dissolves, any remaining designated funding will be allocated for appropriate use by the national governing Board of Directors for local, regional or national program activities.

For more information, contact the NETWORKS! Department at [networks@outandequal.org](mailto:networks@outandequal.org).



This *Regional Affiliate Guidebook* can be found online at:  
[www.outandequal.org/regional-affiliates](http://www.outandequal.org/regional-affiliates)



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