



-dedicated to the art of puppetry

# Handbook for Regions

A guide to care and maintenance

## Statement of Purpose

The Puppeteers of America, Inc., is a national nonprofit corporation founded in 1937. Its purpose is to encourage and promote puppetry as a means of communication, an extension of human expression, and a performing Art; to enhance the proficiency of the Art of Puppetry, both professional and amateur, by publications, workshops, conventions or festivals, lectures, advisory services and any and all other mean and methods.

## The Region

“To serve the regional and local needs of the membership of Puppeteers of America, the Board of Trustees shall divide the North American continent into geographical sections to be known as Regions.”

(Puppeteers of America, Inc., Procedures, p. 30)

The Puppeteers of America, Inc. is comprised of eight Regions across North America in which Guilds are chartered. The Regions are communication bridges for membership within their geographic area for Puppeteers of America members (whether or not they are Guild members), between the various Regions, and with the national organization.

We hope this handbook will be of use to you to be an effective Region leader. Even though this is addressed to the Regional Director, please share the information with other Regional leadership. You may have things that would be important to add or change. If this is the case, please contact the Board. We would be happy to hear from you.

The contributions of many members made this handbook possible. You know who you are—

Thank you, each and every one

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## The Purpose of the Region

Originally, the regional structure of the Puppeteers of America was created in 1960 to encourage cooperation among neighboring Guilds to mount regional festivals. To that end, geographic boundaries were established with the proviso that such divisions be reviewed every three years and adjusted as necessary. There have only been a few such changes in Regional boundaries, such as the 1985 split of Northeast and Mid-Atlantic regions.

The purposes in establishing Regions and Regional Executive Committees, taken directly from the Puppeteers of America Procedures manual, are:

- (a) To encourage cooperation and communications of all Puppeteers of America members in a region.
- (b) To encourage cooperation and communications among all the guilds of a region.
- (c) To assist in organizing and promoting regional festivals including identifying members from the region willing to serve as regional festival director and festival staff.
- (d) To maintain accurate regional accounts of the Puppeteers of America, Inc. and provide an annual report on regional accounts and regional festival accounts.
- (e) To communicate with membership through Playboard, Regional Newsletters, e-mails and phone.
- (f) To serve the needs of all members of Puppeteers of America in the regions by establishing regional awards, scholarships and finding opportunities to learn about puppetry.

Each Region has a Regional Director, elected by the members of the Region. The local Guild Presidents serve as advisors to the Regional Director. The Regional Director's job is to ensure those purposes mentioned above are accomplished, not by carrying the sole burden but by enlisting Regional members to carry out the tasks.

There are two other important Regional offices also: the Regional Treasurer and the Regional Festival Director.

The actual job descriptions for these three positions are set forth in Appendix I, taken from the Puppeteers of America Procedures manual.

## The Regional Officers

There are three basic and important Regional Officers: the Regional Director, the Regional Treasurer, and the Regional Festival Director.

### The Regional Director

The Regional Director is the presiding officer for the Region and is a member of the Puppeteers of America Executive Board as a non-voting committee chair. As presiding officer for the Region and a committee chair, the Director represents Guilds and all Regional members whether members of a Guild or not.

The Regional Director is elected, to a two year term, by Region members as outlined in the Procedures. Basically, someone desiring to be a Regional Director notifies the Puppeteers of America Board of Trustees. Of course, a candidate would be a current member ("a member in good standing"). An election by Regional members is held with the successful candidate elected either by acclamation if there is only one candidate or by majority vote.

No one person can be expected to do all the work of an organization.

A Regional Executive Committee made up of Guild Presidents assists the Regional Director in carrying out the tasks outlined above. Indeed, all Regional business is conducted through this Regional Executive Committee. The Regional Director is the chair of this committee. Each Guild President has one vote on the committee. The Regional Director should also be cognizant of Regional members who do not belong to Guilds and seek to represent them, too.

With the vast changes in technology over the past few years, many Regions have found that communication by teleconference and/or email meets their needs for meetings and decision making by the Regional Executive Committee. In fact, email and other creative online projects can be an innovative way both to tie a Region together and provide timely communication.

Each year the Regional Director provides a report to the Board of Trustees on the process of knitting together the network of members that is a Puppeteers of America Region. This report should include an update regarding the status and activity of Regional Guilds and a summary of any Regional Festivals and other Regional projects. This report is usually sent to the Board's designated contact, at the present time the Guilds and Regions Liaison (please check your Puppeteers of America Directory or our website for contact information).

The Regional Director and the Regional Executive Board are responsible for appointing and overseeing two other offices crucial to the operation of the Region: the Regional Treasurer and the Regional Festival Director. Both of these officers must be members of the Puppeteers of America ("in good standing") and their names must be submitted to the Board of Trustees for final approval. Neither the Regional Treasurer nor the Regional Festival Director is a member of the Board of Trustees. They are also represented on the Board by the Regional Director.

Certain reporting and accounting practices, forms, and schedules are required of the Regional Treasurer and the Regional Festival Director. The Regional Director, as well as the Regional Executive Committee, should be aware of them and help to insure their compliance.

### The Regional Treasurer

The Regional Treasurer is appointed by the Regional Executive Committee, with the approval of the Puppeteers of America Board of Trustees, and manages the Region's financial accounts. An annual report of all Regional accounts is required for tax purposes and should be submitted to the chair of the Budget and Finance Committee. A copy of the report should also be submitted to the Regional Executive Committee through the Regional Director. A report form is available from the Budget and Finance Committee chair.

### The Regional Festival Director

Regions, as well as the national organization, can stage festivals. These events can serve to foster and encourage local puppeteers and puppet groups as well as exposing local members to artists from outside their geographic area. Such festivals often follow the "model" of the national festivals in terms of performances and workshops. However, creative approaches and partnerships with other arts organizations are encouraged.

Festival planning may start with a Guild or a group of regional members who are willing to organize such an event. But the first steps should be contacting the Regional Director and obtaining the necessary budget and reporting forms. There are a number of resources available to the region to help in festival planning.

The Regional Director needs to be included in any planning from the start. Authorization by the Board of Trustees of the Puppeteers of America to hold a regional festival only comes after submission of a festival budget through and approval from the Regional Director.

Once approved, the Regional Festival Director should be in close contact with the Puppeteers of America Budget and Finance Committee to assist in monitoring the progress and fiscal health of the festival. Financial update reports on at least a quarterly basis are required so that adjustments can be made to balance expenses and income.

At the end of the festival, a final closing financial report is due by December 1 of the year the festival is held. This report is sent to the Budget and Finance Committee Chair. Any bank accounts opened, especially using the Puppeteers of America tax exempt number, should also be closed before the report is submitted.

More detailed information is located in Appendix I. The Puppeteers of America is in the process of updating festival information and requirements. Please make sure you have the latest copy of this handbook by checking the Puppeteers of America website for the latest PDF download.

# Appendix I

## Procedures regarding the Regions

(current to June 2009; Appendix II outlines festival requirements enacted at the July 2009 Board of Trustees meeting at the Atlanta National Festival; section 8 and other relevant sections of the Procedures will be amended to reflect the language and requirements in section 7 following)

### 8. GUIDELINES FOR THE REGIONS

*Revised 2003*

To serve the regional and local needs of the membership of Puppeteers of America, the Board of Trustees shall divide the North American continent into geographical sections to be known as Regions.

(1) The Board of Trustees of The Puppeteers of America shall determine regional boundaries and every three years shall review them and readjust them if necessary.

2) The purposes of establishing regions and regional executive committees are:

(a) To encourage cooperation and communications of all PofA members in the region.

(b) To encourage cooperation and communications among all the guilds of the region.

(c) To assist in organizing and promoting regional festivals including identifying members from the region willing to serve as regional festival director and festival staff.

(d) To maintain accurate regional accounts of the Puppeteers of America, Inc. And provide an annual report on regional accounts and regional festival accounts.

(e) To communicate with membership through Playboard, Regional Newsletters, e-mails and phone.

(f) To serve the needs of all members of Puppeteers of America in the regions by establishing regional awards, scholarships and finding opportunities to learn about puppetry.

(3) Each Region shall have a presiding officer known as a Regional Director. The Regional Director must be a member in good standing of Puppeteers of America. Regional Directors function as committee chairs responsible to the Board of Trustees of Puppeteers of America and report to the Vice President. Regional directors are non-voting members of the Executive Committee of Puppeteers of America.

(4) Each region shall have a Regional Executive Committee, which shall consist of the Regional Director and the President of each active chartered guild or an appointed alternate. Each of these committee members shall have one vote. All regional business shall be conducted through the Regional Executive Committee. As a committee chair of the Puppeteers of America, the Regional Director serves as the representative of all the members of the region including those members not affiliated with a guild.

(5) Each region shall have a Regional Treasurer. The Regional Treasurer must be a member in good standing of Puppeteers of America and will be appointed by the regional executive committee. The name shall be submitted for approval to the Board of Trustees of Puppeteers of America. The Treasurer is not a voting member of the Executive Committee of the Region.

(6) Anyone wishing to serve as a Regional Director should contact the current Vice President of Puppeteers of America, the current Regional Director. To qualify for the position, a member in good standing may submit a petition, signed by 10 members of the region who are members-in-good-standing of the Puppeteers of America, Inc. If only one qualified person volunteers to serve the region, the membership may elect them by acclamation at a Regional Meeting. The new Regional Director will assume office immediately after approval by the Board of Trustees of Puppeteers of America, Inc

(7) If more than one qualified person volunteers for this office, a regional election may be held in each region, as defined by the Puppeteers of America. All members of the Puppeteers of America, in good standing, shall be eligible to elect their Regional Director by ballot. The Regional Director will be approved by the Board of Trustees based on recommendations from the Regional Executive Committee. The Regional Director will assume office immediately upon election and approval by the Board of Trustees.

(8) Should a region be unable to elect a Director, the President of Puppeteers of America, Inc. with the advice and consent of the Board of Trustees, shall make an appointment from a list of eligible members of that region.

(9) The term of office of the Regional Director shall be two years. A Regional Director may serve no more than two consecutive terms. The term of the office of Regional Treasurer is determined by the President, the Budget and Finance Chair of Puppeteers of America. The position of Regional Director and Regional Treasurer should not be held by the same person.

(10) The Annual Meeting of the region may be held at a time and place determined by the Executive Committee of the region, and shall be conducted by the Regional Director or a predetermined representative. Notification of this meeting shall be published with sufficient advance notice so that all members of the region are duly notified. Regional meetings are usually held at National and Regional Festivals and should be presided over by the Regional Director or the Regional Director's appointed representative.

(11) All use of regional funds must be approved by a simple majority vote of the Executive Committee of the region. If budget permits and the approval of the Executive Committee of the region, regional funds may be used for regional newsletters and a limited amount of travel expenses for the Regional Director. Regions may use funds for regional awards, and the creation of regional scholarships. Regions may not ask members for dues.

(12) It is advised that the Regional Festival Director seek approval of the festival budget by Regional Executive Committee before submitting the budget to the Budget and Finance Committee of PofA.

(13) Funds may be released for seed money and deposits for Regional Festival, only after the Regional Festival Budget has been approved by the Board of Trustees of the Puppeteers of America, Inc... This money should only be used if the Executive Committee has voted to use the funds in this manner.

## 8.1. THE DUTIES OF THE REGIONAL DIRECTOR

*Revised 2003*

The Regional Director is part of the National Leadership of Puppeteers of America. The duties are:

1. To maintain contact with the Board of Trustees of Puppeteers of America is a non voting member of the Executive Committee.
2. To submit a report to the vice president of Puppeteers of America prior to the Annual Business Meeting with copies for all members of the executive committee. Reports should include information on the region and regional festival as well as on the guilds of the region.
3. To keep in close contact with all PofA members and all active guilds within the region, using regional newsletters and email.
4. To chair the Regional Executive Committee, and see that regional activities such as regional newsletters and festival planning are on track as well as regional awards and scholarships (if applicable).
5. To endeavor to bring together local chartered guilds for their mutual benefit and to coordinate regional activities and projects, particularly Regional Festivals.
6. To offer information and guidance for new guilds that are forming within the region, and for inactive guilds working on charter requirements.
7. To maintain contact with other Regional Directors and coordinate activities between the regions.
8. To encourage participation in National and Regional Festivals.
9. To chair general regional membership meetings.
10. To attend, if possible, at least one meeting per year of each guild in the region.
11. To try to recruit and encourage new members for the Puppeteers of America, Inc.

## 8.2. REGIONAL TREASURER

*added 2003*

The Regional Executive Committee shall appoint a Regional Treasurer. The regional Treasurer must be a member in good standing of the Puppeteers of America, Inc. The appointment shall be submitted to the Board of Trustees for of the Puppeteers of America for approval.

The Regional Treasurer shall submit an annual report including copies of current bank statements for all regional accounts and all regional festival accounts. The name and address of the bank should be included along with the numbers of the accounts. These statements should be sent to the President of PofA and the Chair of the Budget and Finance Committee of Puppeteers of America, Inc. This report is a

requirement of the Internal Revenue Service for all non-profit corporations. Report is to be submitted no later than January 31.

### 8.3. REGIONAL FESTIVALS

1. The Festival Resource Manual is a guide to how festivals authorized by the Puppeteers of America, Inc. should proceed. Regional Directors and Regional Festival Directors shall be thoroughly familiar with the Festival Resource Manual.
2. The Board of Trustees of Puppeteers of America, Inc. has final fiduciary responsibility for any festival it authorizes to be held in the name of the Puppeteers of America, Inc.

\*After the Board of Trustees approves a regional festival, the regional festival director is authorized to open a festival bank account using Puppeteers of America non-profit tax number. The Puppeteers of America Insurance Officer will be notified to allow the regional festival to be covered by the PofA policy. *(under review SA)*

3. The Regional Director has the authority within the Region to monitor the Regional Festival: how it is planned and how it is executed. The Regional Director has the responsibility to report to the Board of Trustees any problems or concerns about the Festival if they cannot be solved to the Regional Director's satisfaction.
4. The Regional Director shall be included in all planning for a Regional Festival
5. Once plans are developed to the Regional Director's satisfaction

A) The Regional Director shall apply to the Puppeteers of America, Inc. for authorization to hold a Regional Festival and may not proceed with contractual obligations without written authorization (including site, budget, and Director approval).

B) To apply for authorization of a Regional Festival the Regional Director will submit Regional Festival Budget to the Budget and Finance Committee for review and recommendation. The Budget and Finance Committee will submit the budget to the Board of Trustees with a recommendation on each Regional Festival including site, Budget, and Director. The committee may suggest revisions before submission to the Board for their approval. Final authorization is granted by the Board of Trustees. Any excess money from a Regional Festival shall be disbursed as determined by the Executive Committee of the Region (or regions). (Mini-Festivals are not affected by this ruling)

C) A revolving fund For Festival Advances may be available from The Puppeteers of America, Inc. to help finance Regional and National Festivals. The Board of Trustees of The Puppeteers of America, Inc. will allocate from this fund as needed by the regions. The allocated amount shall be repaid to The Puppeteers of America, Inc. from the Net Proceeds. In the event of unusual expenses, the Regional Director may submit a request for additional funding to the President of The Puppeteers of America, Inc.

- 6) No region may at any time charge any dues. A Regional Treasurer must be appointed by the Regional Director and Regional Executive Committee and approved by the Board of Trustees of the Puppeteers of America to administer the funds of the region. An annual report that includes copies

of current bank statements for all regional accounts with the names and addresses of banks, and bank account number must be sent to the President of PofA and the Chair of the Budget and Finance Committee. The annual financial report is required by the Internal Revenue Service for all non-profit corporations and should be submitted no later than January 31.

## Appendix II

### Procedures regarding Festivals

#### 7. FESTIVAL FINANCIAL REQUIREMENTS (added 07/09)

National and Regional festivals are the most significant financial commitments made by Puppeteers of America. The festival budget process is extremely important. All involved should work together in arriving at a festival budget that follows sound financial practices. It is essential that festival directors and business managers work with the budget and finance committee and board of trustees and continue regular reports throughout the pre-planning and follow-up of a festival.

For regional festivals, the regional director and regional treasurer are an integral part of this process and should receive all communications pertaining to regional festival finances.

##### 7.1. Festival Budget Approval Process

- A. To apply for authorization to present a national or regional festival, the Festival Director must submit the festival budget to the Budget and Finance Committee for review. The proposed festival budget must be submitted on the spreadsheet supplied by the Budget and Finance committee.

There is a single festival budget spreadsheet supplied by the Budget and Finance committee that must be used for submission of a proposed festival budget and for all subsequent financial reporting. There are not different spreadsheets for different reporting purposes.

A prospective regional festival director is expected to review past regional festival budgets and attendance figures which may be obtained from the budget and finance committee.

In the case of a regional festival, the Regional Director(s) of the regions sponsoring the festival must review and approve the budget prior to submission to the Budget and Finance Committee. The Regional Executive Committee(s) and Regional Treasurer(s) must review the budget for submission.

- B. The Budget and Finance committee is responsible for submitting the budget to the Board of Trustees with its recommendation. The Budget and Finance committee may seek clarifications and revisions to the budget from the Festival Director before submitting the budget to the Trustees. In the case of a regional festival, the Budget and Finance committee must also verify that the budget has been approved by the Regional Director(s).
- C. After the Board of Trustees has approved the festival budget, Festival Director, Festival Business Manager, and the President and Budget & Finance Chair of the Puppeteers of America must sign a letter of agreement from the Puppeteers of America. For a regional festival the Regional Director, Regional Treasurer, Regional Festival Director, Regional Festival Business Manager, and the President and Budget & Finance Chair of the Puppeteers of America must sign this letter of agreement.

- D. Only after the Board of Trustees have approved the festival including the Festival Director, Business Manager, and budget, is the festival director authorized to open a festival bank account using the Puppeteers of America non-profit tax number and to enter into financial contracts.
- E. A revolving fund for Festival Advances may be available from The Puppeteers of America, Inc. to help finance Regional and National Festivals. The Board of Trustees of The Puppeteers of America, Inc. will allocate from this fund as needed only after a festival has been authorized. The allocated amount shall be repaid to The Puppeteers of America, Inc. from the Net Proceeds of the festival. In the event of unusual expenses, the Festival Director may submit a request for additional funding to the President of The Puppeteers of America, Inc.

## 7.2. Pre-Festival Financial Reporting

All financial reports must be submitted on the spreadsheet supplied by the Budget and Finance committee. For national festivals, all financial reports should be sent to the Budget and Finance committee and the President of P of A. For regional festivals, the financial reports should also be sent to the Regional Directors of the regions sponsoring the festival.

- A. Quarterly financial reports must be submitted from the time the festival is authorized. For each item on the budget, the quarterly reports must include:
  - The original approved budget figures – These numbers are not to be changed in the course of the festival planning.
  - The current anticipated budget figures – As festival plans progress, the expected income and expenses should become better known and may increase or decrease in the process.
  - The income and expenses to date – These numbers represent the total income received and expenses paid in each category.
  - The current contracted expenses – Knowing which expenses have been finalized with signed contracts and which expenses remain somewhat flexible is very important to understanding the current financial state of the festival.
- B. Yearly financial reports must be submitted by January 31<sup>st</sup>. The yearly financial reports are specifically a requirement of the Internal Revenue Service for all non-profit corporations. The yearly financial reports should include the total actual income and expenses in each category that were received or paid in the previous calendar year. The name and address of the banks should be included along with the numbers of the accounts. A yearly report is required for each calendar year in which the festival bank account was open. If the festival bank account is not closed until after the calendar year in which the festival was held, a final yearly financial report is required for the calendar year in which the account is closed.
- C. For the final six months prior to the festival, financial reports are to be submitted on a monthly basis. The reporting requirements for the content of the monthly financial reports are the same as for the content of the quarterly reports.

### 7.3. Post-Festival Financial Requirements

- A. A final festival financial report and the final festival narrative report must be submitted by the Festival Director to the Board of Trustees and the Budget and Finance committee on the schedule outlined in the letter of agreement. The final financial report must be submitted on the festival budget spreadsheet used for all previous reporting. The final festival narrative report should also include written text explaining the final financial report and covering any lessons learned regarding the fiscal operation of the festival.
- B. When the festival bank accounts are closed a copy of the statement verifying the closing of the accounts should be sent to the Budget and Finance committee.
- C. Any festival advance money authorized by the Board of Trustees must be repaid to the P of A.
- D. Any profits made by a national festival are paid to the P of A when the festival bank accounts are closed. Distribution of any profits made by a regional festival is decided by the Executive Committee(s) of the regions sponsoring the festival.
- E. In the event of a financial shortfall from a national festival, the P of A is responsible for any debt incurred by the festival. In the event of a financial shortfall from a regional festival, the regions sponsoring the festival are responsible for any debt incurred. If the regions do not have sufficient funds to cover all debts, any remaining debt is the responsibility of the P of A.