



BOARD OF DIRECTORS

POLICIES AND PROCEDURES

Updated 09/2020

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SECTION	Board of Directors Conduct
SUBJECT	BC.1.01 - Board of Directors Code of Conduct and Ethics
PURPOSE	To guide the Board of Directors in conducting business
SCOPE	Board of Directors
POLICY	The Board of Directors will follow the Code of Conduct and Ethics in all of their Community Connections business.

PROCEDURE

Board members will not accept gratuities, gifts, loans or favors of any kind for themselves or members of their families with the intent to influence from any individual, organization, or entity that conducts business with or contracts with Community Connections.

Members of the Board will not represent themselves as spokespersons for the Board except as duly authorized, recognizing that only the President or the designee of such President may present policy statements on behalf of the Board. However, nothing contained herein shall prevent any member of the Board from reporting on the results of proceedings of the Board or other public work or activities of the Board at the request of an individual or organization.

Board members will conduct themselves in a manner that will reflect creditably on Community Connections, Inc. If a Board member, while serving on the Community Connections Board is charged with unlawful conduct they are to immediately disclose this to the full Board. The remaining Board members will determine what action to take.

Board members assume an obligation to keep in confidence any information pertaining to customers, their families, staff and other Board members. Board members will ensure that all information, which is confidential, privileged or nonpublic, is not disclosed inappropriately. Our intent is to build trust among all organization constituents by maximizing the open exchange of information. The only exception would be when Board members are legally required to report or release information.

Members of the Board are prohibited from receiving compensation for services provided to the Board except reimbursement for expenses incurred for authorized Board business. Community Connections will not execute a contract with any board member or relative of a board member without making such relationship known.

Board members are required to declare any conflict of interest between their personal or family relationship with the agency and their position on the Board, including involvement in any matter before the Board in which they or their family member may have a financial interest. Where such conflict exists, the involved member should abstain from voting on issues that directly impact that relationship.

The President of the Board will be responsible for ensuring that all members comply with the Board's Code of Conduct and Ethics.

Originally Drafted: 06/2006
Last Revision: 09/2020
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.1
Related Operational Procedure	

SECTION	Board of Directors Conduct
SUBJECT	BC.1.02 - Conflict of Interest
PURPOSE	To ensure Board members disclose any financial or personal interest in business related matters
SCOPE	Community Connections Board of Directors
POLICY	Community Connections Board of Directors will disclose any potential, financial or personal conflict of interest before any deliberations take place on matter of business.

PROCEDURE

A Board member, having a direct or indirect financial, personal or other possible conflict of interest in a matter pertaining to Community Connections, needs to disclose the potential conflict of interest. The remainder of the Board will then determine to what extent the Board member may participate in the deliberation and the vote. Community Connections shall not execute a contract with any Board member or relative of a Board member without making such relationship known.

Originally Drafted: 01/2010
Last Revision: 08/2014
Last Review: 09/2020

See Also:

Community Connections Personnel Policy Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.2
Related Operational Procedure	

SECTION	Board of Directors Conduct
SUBJECT	BC.1.03 - Board of Directors / Employee Communication
PURPOSE	To promote communication that respects the roles each party plays in agency business
SCOPE	Community Connections Board of Directors, Executive Director and all employees
POLICY	Community Connections is committed to promoting clear and effective communication. Board Members, Executive Director, and employees are expected to follow the established guidelines when communicating agency related business.

PROCEDURE

- The Executive Director will be notified when meetings between the Board of Directors and employees will include agency related business. (Example: a phone call from the CMH director "I just wanted you to know I'm meeting with the Board President next week to discuss the wellness program. Let me know if you have any concerns or things you want me to bring up.")
- The Board President and Executive Director establish protocols by which employees participate in Board meetings. Employees attending Board meetings will be trained in those guidelines.
- Board members can request information and reports from employees (such as another copy of the budget or last quarter's statistical report), but may not direct employees' work by asking for reports that are not already prepared (new reports can be requested through the Executive Director).
- Personnel grievances will go through the channels specified in the personnel policies. Board members should direct staff complaints to appropriate channels.

The Board of Directors will:

- *Stay informed of program activities* through written and verbal program updates.
- *Consider innovative ideas.* Once the full senior management team has addressed potential implications the Executive Director or designee will present this information to the Board of Directors in writing for consideration.
- *Schedule Board of Director/Executive Director/senior management team work sessions* based on pressing financial, strategic, philosophical, mission, human resource, or other significant issues.
- *Encourage senior management to attend Board meetings.*
- *Invite senior management to present program updates* periodically at monthly work session.
- *Hold an annual strategic planning session* with senior management team and Board of Directors' participation.
- Board members will speak with one voice regarding employee questions and concerns, and as they interact within the community regarding agency issues.

The Executive Director and senior management will:

- *Review Board minutes, monthly agendas and the Executive Director's monthly report.*
- *Create reports for the Board of Directors, as requested by the Executive Director, that include program updates, mission in action, and reflective questions. Reports will be given to the Executive Director to be included in the monthly Board of Directors' packet.*
- *Present at work sessions as requested by the Executive Director.*
- *Be a resource to the Board of Directors. Verbal information will be shared when requested by the Board President.*

Additional Guidance:

- All parties will maintain confidentiality in Board of Directors meetings and special work sessions.
- All parties reserve the right to redirect communication to the appropriate channels as necessary and at their discretion.

Originally Drafted: 09/2006
Last Revision: 09/2020
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.3
Related Operational Procedure	

SECTION	BOD Fiscal Management
SUBJECT	BF.1.01 - Purchasing Authority and Guidelines
PURPOSE	To define authorization and purchasing procedures for all expenditures
SCOPE	Community Connections Board of Directors and Executive Director
POLICY	The Executive Director is empowered with purchasing authority up to \$15,000 for any expenditure that has not been specifically identified in the most current, board approved budget and is not a recurring expenditure. The Executive Director empowers other employees with purchasing authority, not to exceed \$15,000 and ensures purchasing guidelines are followed.

DEFINITION

Not specifically identified means Executive Director will ask for specific separate approval by the Board of Directors during the budgeting process.

For the purpose of this policy expenditures refers to a fixed asset, a piece of equipment, a service, or a software package. Any combination of functionally closely related items must be considered a single item in terms of the cost banding of this policy.

Recurring expenditures are those already approved under contract and paid at regular intervals, obligated due to payroll and benefit processing,

PROCEDURE

The Executive Director has purchasing authority up to \$15,000 for expenditures not clearly identified in the most current, board approved operating budget and not a recurring expenditure due to payroll or benefit processing. Outside of those guidelines, the board of directors must approve the expenditure.

The Executive Director authorizes other employees to make purchases according to policy A.11.03.

Purchases of fixed assets (desks, computers, copiers, etc.) will be done through a centralized process established by the admin team and approved by the executive director.

All purchases of computing and other electronic equipment or software will be approved by the Business Director or IT Administrator.

Community Connections will follow grant regulations which require competitive bids be sought for items of greater than \$5,000 for which there are more than one potential supplier and that written records of price quotations be maintained for two years.

Fixed assets with a value greater than \$5,000 will be capitalized and tracked for tax purposes.

Philosophy: Community Connections maintains a conservative philosophy regarding spending. Spending decisions should focus on:

Community Connections, Inc.

1. Best addressing the needs of the customers we serve
2. Supporting the long term financial health of the organization
3. Avoiding ethical concerns
4. Supporting quality services for customers
5. An immediacy to the spending decision
6. The financial impacts to the program or agency

Originally Drafted 08/2007
Last Revision: 09/2008
Last Review: 08/2014

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

Community Connections, Inc.

SECTION	BOD Fiscal Management
SUBJECT	BF.1.02 - Annual Audit
PURPOSE	To comply with the applicable Federal and State Single Audit Acts and ensure the agency's controls are adequate to produce accurate financial statements
SCOPE	Community Connections Board of Director
POLICY	The Community Connections Board of Directors engages an Independent Certified Public Accountant (Company) to audit and prepare an annual set of financial statements

PROCEDURE

The annual audit will include all financial information and controls for the agency.

The Board will direct staff to solicit bids from potential accounting firms at least every 5 years. Both cost and quality of work will be factors in determining the most appropriate firm to engage.

The audit report will be distributed to the Board of Directors, leadership team, and other parties designated by the Executive Director. Upon acceptance by the Board of Directors this report is a matter of public record.

Any corrective action regarding recommendations identified in the audit will be attached to the annual audit report.

The Executive Team is responsible for the implementation of procedural recommendations within the agency and individual programs.

Originally Drafted 08/2007
Last Revision: 08/2014
Last Review: -

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION	BOD Fiscal Management
SUBJECT	BF.1.03 - Bank Account Maintenance and Signing Authority
PURPOSE	To ensure fiscal oversight and accountability for agency cash assets
SCOPE	All Community Connections Board of Directors and Employee Check Signers
POLICY	Community Connections Board of Director authorizes financial institution account signers through board motions and gives authority to the Executive Director to make financial institution account changes necessary to minimize fees or maximize earnings. All signers will follow standard procedures when signing agency checks.

PROCEDURE

As it becomes necessary for the Board of Directors to authorize financial institution account signers due to account changes and or signer changes, the Board of Directors will appoint, through a motion, the authorized signers.

The Executive Director or their designee monitors account types to ensure accounts are appropriately setup to maximize earnings or minimize fees. As changes are deemed appropriate, the Executive Director works with the financial institution to authorize the changes.

When signing a check or authorizing a withdrawal, authorized account signers will thoroughly review all back up documentation to ensure proper authorization, coding and that the expenditure is for a business related need. Authorized signers will ensure payment of the expenditure adheres to the purchasing guidelines established in A.11.03 and F.1.04.

The Executive Director will be the primary check signer. Instances when the Executive Director is unavailable and another check signer is engaged, the Executive Director, upon their return, will review all documents signed in their absence.

Originally Drafted: 08/2007
Last Revision: 09/2008
Last Review: 08/2014

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION **BOD Fiscal Management**

SUBJECT **BF.1.04 - Budgets**

PURPOSE To convert the strategic planning, objectives and goals of the agency into a functional financial plan that assists in the actualization of goals for effective services. The budget serves as one piece of the leadership's plan for operating the agency.

SCOPE Community Connections Board of Directors

POLICY Community Connections believes in effective planning and management of the financial affairs of the agency. Annual operating budgets will be prepared for each program and for the organization as a whole. The Board of Directors will approve an overall agency budget.

PROCEDURE

The Board of Directors requires the Executive Director to bring forward an agency-wide budget no later than the last board meeting prior to the new fiscal year.

The Executive Director recognizes the executive team as partners in budget development and financial management. Prior to budget development, the Program Directors and Executive Director will discuss established agency and program goals, noting those that have financial implications. Budgets will be developed with these goals in mind.

Program budgets are developed by Program Directors in collaboration with the Business Director and Executive Director. After consultation with the Program Director and Business Director the Executive Director approves each program budget. The Executive Director may request the Program Director provide supporting narrative explanations and/or additional details. Individual program budgets are included in an agency-wide budget and will ultimately be reviewed and approved by Community Connections Board of Directors before being fully implemented.

Budgeting Timelines

The appropriate reviews and approvals have been secured by the following dates.

- Preliminary program budgets prepared for grant writing purposes no later than 1-2 weeks prior to the grant deadline.
- Review and revise budgets according to actual grant awards, no later than June 30.
- Final agency budget will be submitted to the Board of Directors no later than the first board meeting prior to the fiscal year.

Originally Drafted: 08/2007
Last Revision: 08/2014
Last Review: -

Community Connections, Inc.

See Also:

Community Connections Personnel Policy	
Form	Spreadsheets saved to network
Related Standards/Licensing/Grant Requirements	CARF 1.F.2
Related Operational Procedure	

SECTION BOD Fiscal Management

SUBJECT BF.1.05 - Budget Shortfalls

PURPOSE To provide guidance to the board of directors on how to best deal with programs that consistently have a negative net income due to revenue shortfalls, funding cuts or over-expenditures

SCOPE Community Connections Board of Directors

POLICY Community Connections is committed to supporting the success of its services. When a department or program is experiencing significant net losses in any one month or consistent net losses lasting beyond three months an action plan may be requested.

PROCEDURE

The Board of Directors may request the Executive Director develop an action plan to address a program or department operating deficit. The following questions may be considered when developing such plan.

1. How will current program expenses be met?
2. Are there strategies that will increase revenues?
3. Can resources be managed differently?
4. Are there opportunities for fund-raising, expanding services, and/or improving productivity?
5. Where costs might be cut?
6. Is staffing modification appropriate?
7. Are changes in services necessary?
8. Who else should be involved in assisting with solving the problem? Consider including other nonprofits, businesses, the community, and/or local government.
9. How will this impact the overall agency health?

The Executive Director involves the appropriate Department or program leaders in developing the action plan. That plan is presented to the Board of Director Finance Committee. They will review the plan and make recommendations to the full board regarding future action.

At the point that all options and opportunities have been exhausted for financially breaking even, a timeline and criteria for determining whether to continue the programs' services, will be developed and followed. This may occur at any time during the action plan.

Originally Drafted 08/2007
Last Revision: 08/2014
Last Review: -

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION	BOD Fiscal Management
SUBJECT	BF.1.06 - Operating and Capital Repair and Replacement Reserves
PURPOSE	To ensure the financial stability of the mission, programs, employment, facilities and ongoing operations of the organization
SCOPE	Community Connections Board of Directors and employees responsible for budget management
POLICY	Community Connections Board of Directors will establish and maintain an Operating Reserve and a Capital Repair and Replacement Reserve at a level relative to the annual program funding and the costs of operating and maintaining the organization and its fixed assets.

DEFINITIONS

Operating Reserves – This Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

Capital Repair and Replacement Reserve – This reserve is intended to provide a ready source of funds for repair or acquisition of buildings, leaseholds, furniture, fixtures, and equipment necessary for the effective operation of the organization and programs.

PROCEDURE

The Board of Directors meets annually with the financial auditors. This is a good opportunity for the board to review its reserve levels and discuss future reserve goals.

The Current Operating Reserve goal is to maintain a level equal to a minimum of four months, and preferably no less than six months, of average operating expenses for the preceding fiscal year. The Board of Directors has established the Operating Reserve of Unrestricted Net Assets to allow for temporary financing of unforeseen needs of an emergency nature, to permit orderly adjustment of revenue losses, or for any other use that is approved by the Board of Directors.

Utilization of Operating Reserves: Community Connections Executive Director, Program Director or committees of the Board of Directors may request Board designation of funds. Such requests will be in writing and include a description of the need or project, a budget, a timeline and proposed terms, and will be considered by the Board of Directors at a regular or special meeting of the Board of Directors.

Increasing Operating Reserves: Community Connections will build reserves to the extent it does not negatively impact service delivery. Operating reserves will be funded with surplus unrestricted operating funds. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for Operating Reserves. Examples could include one-time gifts or bequests, special grants, or special appeals.

The Board of Directors has set a Capital Repairs and Replacement Reserve goal of \$600,000. This amount may increase or decrease as the board identifies future needs and/or utilizes a portion of the reserve for current ones.

Originally Drafted: 08/2007
Last Revision: 09/2008
Last Review: 08/2014

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION	BOD Fiscal Management
SUBJECT	BF.1.07 – Cash Management and Investment
PURPOSE	To provide guidance regarding cash management and investment activities for cash and cash equivalents
SCOPE	Community Connections Board of Directors
POLICY	Community Connections manages its cash and investments for the use and benefit of the agency in a manner consistent with its objectives.

The following Investment Policy is established by the Board of Directors of Community Connections, Inc. (CCI) to provide guidelines and objectives for the long-term investment of CCI assets. This statement will provide standards for the Portfolio's Investment Advisor and provide a basis for the Board to judge an Advisor's investment performance. This statement is also intended to provide long-term guidance to the Board of Directors for future decisions made with respect to its resources.

I. GOALS

The primary goal of CCI's investments is to preserve its capital and to provide a rate of return sufficient to grow CCI's assets and assist in meeting CCI's business goals by allocating its resources between cash balances and Investment Portfolio.

The policy anticipates that market volatility will occur in the future as it has in the past. Investment in equity markets requires a long-term approach, rather than a short-term view with focus on short-term fluctuations. The Board of Directors intends to maintain investment discipline focused on maintaining its asset allocations through market fluctuations and not respond to short-term fluctuations.

II. PORTFOLIO OBJECTIVES

The long-term objective of the investment program is to maximize return within reasonable and prudent levels of risk. In addition, liquidity must be maintained on a portion of CCI's assets in an amount sufficient to pay regular losses and provide for a buffer in investment market fluctuations. All investments shall be diversified, both as to type of issuer (with the exception of the U.S. Government) and as to maturity, subject to the restrictions indicated below. The specific long-term objectives of CCI's investments are as follows:

1. Maintain the purchasing power of the current assets and all future contributions
2. Provide adequate liquidity needed for anticipated expenses and overall operations of CCI; and
3. Allow investment in various asset classes that, in total, diversify the portfolio in a manner consistent with the specified risk and return requirements of the portfolio.

Recognizing that some risk must be assumed in order to achieve the investment objectives of the portfolio, the ability of CCI to withstand short and intermediate term variability shall be considered. The objective of the established asset allocation is to produce the highest projected rate of return over the portfolio's 10-year investment horizon. The Board will annually evaluate its rate of return target in consultation with its Investment Advisor.

III. PORTFOLIO MANAGEMENT

CCI Board of Directors

The CCI Board of Directors is primarily responsible for adopting the asset allocation of the Portfolio, Appendix A. The Board will review the asset allocation annually.

Primary Investment Officer

The CCI Executive Director will serve as the primary investment officer of CCI and assume responsibility for carrying out the Board of Directors' wishes in executing investment transactions. In fulfilling these responsibilities, the Executive Director will consult with an independent Investment Advisor, subject to board approval.

Investment Advisor

The Investment Advisor shall advise CCI in the investment and reinvestment of assets of CCI and provide a comprehensive written report on at least a quarterly basis on the status of the CCI portfolio to the Board of Directors and the Finance Committee of the Board. The Investment Advisor will also make purchases and sales of securities subject to the provisions of the investment guidelines and the direction of the Executive Director. The portfolio will be managed on a discretionary basis in accordance with this investment policy.

IV. CASH RESOURCES RETAINED

In order to ensure that CCI has sufficient cash resources for operations and provide sufficient liquidity to protect against market volatility only a portion of CCI's cash resources will be available for investment under this policy. The equivalent of not less than two months of operating expenses must be retained and placed in depository accounts at a federally insured financial institution. Allowable account types include checking accounts, savings accounts and money market funds. In addition to funds placed in depository accounts, two months of operating expenses will be invested in a laddered certificates of deposit portfolio. Management is permitted to place cash with the Investment Advisors providing the related accounts are federally insured.

Management of CCI will monitor cash balances compared to operating expenses not less than annually and work with the Investment Advisor to rebalance assets between cash balances and the Investment Portfolio, as necessary.

V. INITIAL INVESTMENT AMOUNT

As of June 30, 2018, CCI has cash and investment resources (excluding its planned contribution of \$1,000,000 to the Alaska Community Foundation) of approximately \$5,900,000. Monthly, its expenses total approximately \$900,000. The Board has

determined that it will initially retain \$1,800,000 in cash and place an additional \$1,800,000 in certificates of deposit as described in IV above that are not subject to the investment allocation contained in this policy. It will invest \$2,400,000 in the Investment Portfolio as its Initial Investment. The transition from existing placement of cash and investments to the new placement may occur over a period of months.

VI. INVESTMENT GUIDELINES AND RESTRICTIONS for the Investment Portfolio

The Investment Advisor will invest in mutual funds, commingled funds or ETFs, or short-term investment funds (STIF) with essentially the composition below:

1. Eligible Instruments for Investment

- a) Obligations of the US Treasury;
- b) Obligations of agencies, or instrumentalities of the United States Government, including Mortgage Backed Securities (MBS);
- c) Obligations of municipalities, corporations, debt obligations of supranational entities, sovereign nations (and their municipal entities), foreign corporation obligations, and US asset backed and commercial mortgage backed securities. All securities in this section will be rated BBB or higher by at least one of the major rating agencies;
- d) Commercial paper that is rated A-1/P-1;
- e) Certificates of deposit and bankers acceptances that have a demonstrated secondary market and are issued by a financial institution that is rated at least "A" by one of the two major rating services;
- f) Certificates of deposit issued by Alaska banks that do not fall in the above category provided the certificates do not exceed FDIC insurance and non-liquidity is acceptable;
- g) Common and preferred stocks listed on any recognized global exchange;
- h) Foreign equity exposure on a broadly diversified basis;

2. Quality

The portfolio will maintain high average quality in line with its benchmarks. The majority of the portfolio will have strong underlying liquidity characteristics.

3. Diversification

Maturities and specific instruments will be well diversified. Other than US Treasury, Government Agency and Instrumentality Obligations, no fixed income credit exposure by market value may be in excess of 5.0% of the portfolio market value.

4. Asset Allocation

Annually, the board shall review the asset allocation plan with the Investment Advisor. The Investment Advisor shall recommend a change to the asset allocation if deemed appropriate. The asset allocation plan shall have specific categories of investments with percentage targets. The plan will establish benchmarks for evaluating the performance of each asset classification. The Investment Advisor has the flexibility within the asset allocation to provide for necessary liquidity relating to rebalancing and funding the spending plan.

5. Rebalancing

It is expected that the actual asset allocation will vary from its target asset allocation as a result of the varying periodic returns earned on investments in different asset and sub-asset classes. The portfolio will be rebalanced to its target asset allocation under the following circumstances:

- a) Utilizing incoming cash flows (contributions) or outgoing money movements (disbursements) of the portfolio to realign the current weightings closer to the target weightings for the portfolio.
- b) The portfolio shall be reviewed quarterly to determine the deviation from target weightings. During each quarterly review, the following parameters will be applied:
 - 1) If any asset class (equity or fixed income) within the portfolio is +/- 5 percentage points from its target weighting, the portfolio will be rebalanced.
 - 2) If any individual fund within the portfolio has increased or decreased by greater than 20% of its target weighting, the fund may be rebalanced.
- c) The Investment Advisor may provide a rebalancing recommendation at any time.
- d) The Investment Advisor shall act within 10 working days to correct deviation from these ranges once identified.

VII. INVESTMENT ADVISOR DUTIES

1. Fiduciary Capacity

The Investment Advisor will act in a fiduciary capacity in providing investment services to CCI and shall manage and invest the assets in a conservative and prudent manner consistent with this investment policy.

2. Brokerage

The Investment Advisor shall use its best efforts to obtain prompt execution of orders at the most favorable prices reasonably obtainable, considering commissions, financial strength of the broker, and other factors affecting the net economic benefit to CCI.

3. Voting Proxies

The Investment Advisor will vote all proxies in the best interest of CCI.

4. Reporting to CCI

The Investment Advisor will provide a comprehensive written report at least quarterly to CCI for review. The investment performance of the total CCI portfolio, as well as asset class components, will be measured against commonly accepted performance benchmarks. Consideration shall be given to the extent to which the investment results of each investment component are consistent with the

investment objectives, goals, and guidelines as set forth in this statement. CCI intends to evaluate the portfolio annually, but reserves the right to terminate an asset class component at any time and for any reason, including the following:

1. Investment performance that is significantly less than anticipated given the discipline employed and the risk parameters established, or unacceptable justification of poor results;
2. Failure to adhere to any aspect of this investment policy, including communication and reporting requirements; or
3. Significant qualitative changes to the investment management organization.

VIII. INFLATION PROOFING

The Board recognizes the diminution in the value of investments caused by inflation. Accordingly, it will adjust its Initial Investment for inflation to determine a Current Investment Portfolio Corpus. Annually, at the end of the fiscal year, an amount equal to the greater of two percent or the Consumer Price Index, Anchorage Average for the preceding calendar year will be added to the Initial Investment (in the first year) or previous year's Current Investment Portfolio Corpus and note the increase in its accounting records. Any excess or deficit in the Investment Portfolio measured against the Current Investment Portfolio Corpus will be recorded as Aggregate Portfolio Appreciation / (Depreciation).

IX. SPENDING PLAN AND LIQUIDITY

The board anticipates spending from the earnings of the Investment Portfolio. Annually, at the beginning of the fiscal year, the board will set a spending target as measured against the value of the Current Investment Portfolio Corpus at the end of the preceding fiscal year. The Investment Advisor will provide for necessary liquidity to fund the spending plan on a quarterly basis.

Originally Drafted: 08/2007
 Last Revision: 10/2018
 Last Review: -

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

Appendix A

Asset Allocation Plan Revised July 2018

Note: Following are targets for the Investment Portfolio as noted in the Policy

Equities

U.S. Equity – Large Cap	34%
U.S. Equity –Mid/Small Cap	10%
Non-U.S. Developed Market Equities	12%
Non-U.S. Emerging Market Equities	4%
Total Equities	60%

Fixed Income

Investment Grade Short Maturity	8%
Investment Grade Intermediate Maturity	14%
Investment Grade Long Maturity	8%
Non-Investment Grade (High-Yield)	5%
Cash – liquidity as needed	0 to 5%
Total Fixed Income	40%

Expected 10-year rate of return 5.5%

Fiscal 2019 Spending Target 0.0%*

Benchmarks

- Standard & Poor's 500 Composite Index
- MSCI World Index
- Bloomberg Barclay's U.S. Aggregate Index

* The Board of Directors has elected to not spend from the earnings of the Investment Portfolio until it reaches \$3,500,000 in the total of Current Investment Portfolio Corpus plus Aggregate Portfolio Appreciation accounts.

- SECTION** **Fiscal Management**
- SUBJECT** **BF.1.08 - Safeguarding of Check Stock**
- PURPOSE** To prevent opportunities for fraud through tracking and limited access to check stock
- SCOPE** All Community Connections employees
- POLICY** Agency check stock will be numerically tracked and securely stored, with access limited to authorized staff.

PROCEDURE

Community Connections' check stock will be kept locked in file drawers or cabinets with access being limited to those who have check writing responsibilities.

Employees responsible for maintenance and security of check stock include Accounts Payable Coordinator and Payroll Coordinator. They will ensure checks are tracked with the number of the last check written reconciled to the first number in the series of new checks. This will occur every time checks are written.

All voided check stock will have the signature line cut out and filed for audit review.

Random audit checks and review of the accounting system check sequencing will routinely be conducted to ensure effective safeguards.

Originally Drafted: 08/2007
Last Revision: 03/2017
Last Review: -

See Also

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION **Fiscal Management**

SUBJECT **BF.1.09 - Financial Institution Account Review**

PURPOSE To provide guidance regarding review and reconciliation of cash accounts to accounting system

SCOPE Community Connections Board of Directors and finance employees

POLICY Agency checking accounts will be reviewed on a regular schedule to ensure adequate checks and balances accurately account for cash disbursed and received.

PROCEDURE

- Bank statements are opened and date stamped by the person receiving mail at the front desk.
- The statement is forwarded to the Executive Director for review.
- The Accounting Manager reconciles the bank statement to the check ledger, clearly noting any adjusting or suspended items in the reconciliation.
- The Deputy Director - Ketchikan, Executive Director, and a Board Member review bank statements and reconciliation, noting their review on the face of the report.
- Checks that have not cleared within 6 months will be voided and reissued. After 12 months of non-clearing, the check will be voided and reissued to the State of Alaska to be held in trust as unclaimed property.

Originally Drafted: 08/2007
Last Revision: 08/2014
Last Review: -

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

Community Connections, Inc.

- SECTION** **Fiscal Management**
- SUBJECT** **BF.1.10 - Fixed Asset Inventory**
- PURPOSE** To ensure the agency safeguards assets
- SCOPE** All Community Connections employees
- POLICY** Community Connections maintains a fixed asset inventory listing that documents non-consumable assets and their location within the agency.

PROCEDURE

A data record is maintained of all equipment, fixtures, furnishings, and facilities owned by the agency.

This inventory record will include as a minimum the following information relative to each inventory item as applicable: Item Number; Asset Type Code; Asset Description; Title Holder; Serial Number; Acquisition Date; Tag Number (vehicles); location of asset.

For Assets with a useful life greater than 1 year and an acquisition cost \$5,000 or greater, the Accounting Manager will maintain a depreciation schedule that will accurately track the following: Service Life; Acquisition Cost; Fund Sources; Depreciation Type; Accumulated Depreciation and Current Year Depreciation.

Identification decals bearing an item number corresponding to the master inventory will be affixed to the asset as appropriate.

The master inventory will be audited at least every other year.

All asset dispositions will be handled through the Admin Team.

Originally Drafted: 08/2007
Last Revision: 08/2014
Last Review: -

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION **Fiscal Management**

SUBJECT **BF.1.11 - Agency Credit Cards**

PURPOSE To provide guidance regarding access to and management of agency credit cards

SCOPE All Community Connections employees

POLICY Community Connections maintains agency credit cards to streamline purchasing.

PROCEDURE

Agency credit cards are maintained at each main office, in the name of the top director at that office. These cards are kept secure in a locked file cabinet with access only to employees authorized to make purchases according to the agency purchasing guidelines. The credit cards will not leave agency premises unless authorized by the Executive Director.

Only the Executive Director or their designee may change card information, such as address, purchasing limits and administrative information.

Following are details for currently maintained credit cards at Bank of America

- To report a lost/stolen card, call 800-538-8788 at the earliest time after discovery of a missing card.
- When an incorrect or a questionable purchase or transaction appears on a statement, the accounts payable coordinator must immediately seek to resolve the problem with the vendor. If no resolution can be reached, a Credit Card Dispute form should be completed and faxed to Bank of America, 800-253-5846.
- Statements will be printed from the Internet and reviewed within a week of the statement-closing period. Records are to be retained for seven years after fiscal year-end in the business office or in archives.

The Accounting Manager or their designee will reconcile statements to purchase log and receipts monthly. A purchase log is maintained tracking dates of authorized purchases, vendor, cost, shipping expense and total that has been charged to specific programs.

Originally Drafted: 08/2007
Last Reviewed: 08/2014
Last Review: -

See Also:

Community Connections Personnel Policy Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

- SECTION** **Fiscal Management**
- SUBJECT** **BF.1.12 - Cash Receipts**
- PURPOSE** To ensure the agency's cash receipts are properly accounted, safeguarded, deposited, and reported in a timely manner
- SCOPE** All Community Connections employees
- POLICY** Community Connections maintains separation of duties to ensure the safe-guarding and timely depositing of cash receipts.

PROCEDURE

All checks are received, stamped, and logged by the front desk employees, whether received by mail or in-person. All cash is received by the front desk employees. The front desk employee issues a receipt to the giver and keeps the duplicate copy of that receipt in the receipt book.

All checks go to the Executive Director who, after review, will forward them to the Accounting Manager. All cash goes directly to the Accounting Manager in Ketchikan and the Office Services Coordinator in Craig. Those individuals or their designee is responsible for depositing the cash into our bank. The Accounting Manager or their designee posts receipts to the appropriate Account Receivable or General Ledger Account in the accounting system.

Deposits are typically made at least weekly with a deposit made on the last business day of each month.

The Deputy Director - Ketchikan reconciles the check log and cash receipt copies to deposits made.

Originally Drafted: 08/2007
Last Revision: 08/2014
Last Review: -

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION	Fiscal Management
SUBJECT	BF.1.13 - Petty Cash
PURPOSE	To provide guidance regarding access to and management of petty cash
SCOPE	Community Connections employees authorized to maintain a petty cash account
POLICY	Community Connections establishes and utilizes petty cash accounts for certain types of business related needs. These funds are assigned to individual employees and regularly audited.

PROCEDURE

Petty cash accounts will not exceed \$300. The Deputy Director - Ketchikan authorizes petty cash accounts based upon the business related needs of the agency. All petty cash account requests initiate through the Program Director. When the business related need is not efficiently or effectively able to be met in another way, the Deputy Director - Ketchikan will authorize the account. The Deputy Director - Ketchikan appoints a custodian to the account and ensures appropriate guidelines are in place to securely and accurately account for the fund.

Custodians of petty cash accounts are required to ensure the accounts stay in balance at all times. The accounts are regularly audited by a non-custodian on a regular basis.

The Deputy Director - Ketchikan or designated petty cash custodian must adhere to the following procedures for reimbursement:

1. Collect and organize the receipts by date.
2. Total the expenditures reflecting the total dollar amount spent.
3. Indicate the program or operating activity to which the expenses should be charged (i.e. program supplies, food, postage, etc.).
4. Complete reports of the activity of the petty cash fund, including the replenishment amount needed. The total cash requested plus the total cash on hand must equal the original account balance.
5. Petty cash funds may be reimbursed as necessary during the month. If petty cash usage is infrequent, reimbursement should be requested at least once every two months, unless no monies were used during the period.
6. Checks for reimbursement will be made payable to Petty Cash and the name of the person responsible for the fund.

Petty cash accounts are to be used for emergencies and purchases of small value items. A credit card or purchase order is to be used for larger transactions.

Originally Drafted: 08/2007
Last Revision: 08/2014
Last Review: -

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

Community Connections, Inc.

SECTION **Board Organization**

SUBJECT **BO.1.01 - Board Authority**

PURPOSE To define the authority of the Community Connections Board of Directors

SCOPE Applies to the entire agency.

POLICY The Board of Directors shall approve policy and govern the business, property and affairs of the Corporation according to the organization's Bylaws, Articles of Incorporation and Policies. The Board will hire and supervise an Executive Director to directly oversee all agency programs, activities and staff.

Originally Drafted 08/2014
Last Revision: NA
Last Review: 09/2020

See Also:

Community Connections Personnel Policy Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.3
Related Operational Procedure	

SECTION Board Organization

SUBJECT BO.1.02 - Board Orientation

PURPOSE To provide new Board members with a full understanding of the services and diversity of the customers we serve so they can make governing decision that represent the mission and core values of Community Connections

SCOPE Community Connections Board of Directors

POLICY All new Board members will participate in a standardized orientation process.

PROCEDURE

Orientation of new Board members shall be designed to familiarize new members with the history, purpose, goals, mission, core values, and all of the services provided by the organization. Orientation should occur as soon as possible. Following are the standard orientation meetings to be scheduled:

- Executive Director
- One or more of the Board members
- A representative from each program

Board president will identify a potential board mentee and offer a six month mentorship for every new Board member.

Originally Drafted: 01/2010
Last Revision: 09/2020
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.2
Related Operational Procedure	

SECTION	Board Organization
SUBJECT	BO.1.03 - Board of Directors Board Meetings
PURPOSE	To ensure Board members have a venue to make informed decisions
SCOPE	Community Connections Board of Directors
POLICY	Community Connections Board of Directors will meet regularly to make governing decisions for Community Connections.

PROCEDURE

Regular Meeting. The Board of Directors shall meet monthly, at least ten times a year, at a place, date and time to be determined by the Board at the prior board meeting. Notice and proposed agenda shall be sent at least five days before each meeting.

The Executive Director and the President should draft agenda prior to the meeting, and packets be e-mailed out to Board members 5 days ahead when possible.

The regular meetings will be from 5:30 – 7:30 p.m., unless extended by unanimous vote, and will use the following agenda format: Call to order; Community comments/questions; Reports and financials; Reports, Old business; New business; Executive Session; Adjournment.

The Rural Community Representative shall attend meetings as often as possible by personal appearance or otherwise participate by telecommunications. Personal appearances are strongly recommended at the Annual Business Meeting and the Board Retreat Day.

The Executive Director shall invite program representatives to give program updates upon request or at least one time per year.

All meetings shall be announced through local media.

Annual Business Meeting. The Annual Business Meeting of the Corporation shall be held annually at a place, date and time to be determined by the Board. Notice and proposed agenda shall be sent to the Board members at least 5 days before the meeting. The following will occur during each annual business meeting:

- Election of Officers
- Review of Bylaws
- Sign Confidentiality Agreement
- Sign Board Pledge
- Start Board Self Evaluation Process as appropriate

Special Meetings. Special meetings may be called at any time by any two Board members or by the Board President. Special Meeting Notice and proposed agenda shall be sent to the Board members before each meeting. Special meetings may also be conducted via email communication or teleconference with a majority of the board members consenting.

Community Connections, Inc.

Quorum. A majority of the Board of Directors shall constitute a quorum at any meeting. This may include in-person, tele-video or teleconferencing participation.

Minutes. A record shall be made and maintained of all Board of Directors meetings. Copies of the record of Board meetings will be distributed to the members of the Board and filed in corporate records.

Originally Drafted: 01/2010
Last Revision: 08/2014
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

- SECTION** Board Organization
- SUBJECT** BO.1.04 - Annual Review of Agency Policies
- PURPOSE** To ensure all agency policies and procedures stay relevant to agency business
- SCOPE** Community Connections Board of Directors, Executive Director and senior management team
- POLICY** There will be an annual review of all policies and procedures. Policy changes will be approved by the Board of Directors. Procedural changes will be approved by the Executive Director. In all instances all employees will be notified of the changes.

PROCEDURE

Community Connections maintains several different policy and procedure manuals. These manuals are reviewed annually. All recommended policy changes will be approved by the Board of Directors. All recommended procedural changes will be approved by the Executive Director. As changes occur, employees are notified and trained appropriately. Additionally, employees are oriented at initial hire and annually thereafter.

It is the responsibility of the Executive Director or designee to draft new policy for board approval. New or revised policies may be added at any time once approved.

Program Specific Manuals: Each major Community Connections program has its own operational procedures manual. These operational procedure manuals are reviewed and approved by the respective program representative and Executive Director. New and revised procedures may be added at any time upon approval by the Executive Director.

Originally Drafted: 08/2014
Last Revision: 09/2020
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.7
Related Operational Procedure	

SECTION	Board Organization
SUBJECT	BO.1.05 - Strategic Planning
PURPOSE	To provide a general guideline for future resource allocation, direction and organization vibrancy
SCOPE	Community Connections Board of Directors
POLICY	Community Connections will have a long term strategic plan that will be regularly reviewed and updated.

PROCEDURE

Ongoing Strategic Planning is an important part of agency health and stability. Strategic planning provides one mechanism for the agency to remain in accordance to its mission and core values as well as responsive to the needs of its customers and the community.

Community Connections (CC) will make every effort to engage in a comprehensive update of its Strategic Plan on an annual basis, or more often as necessary. Attendees of the strategic planning sessions will typically include some configuration of board members and senior management team and/or designees.

Effective strategic planning includes making sure that a broad array of relevant information, data, and input is included in the planning process. CC Board and senior management will make every effort to include the following information/data when determining its strategic priorities:

- Surveys of people served;
- Expectations of other stakeholders including local and state agencies, community members, previous customers, etc.
- Programs and services offered by other human service agencies in the area;
- Financial opportunities and threats;
- Identified unmet needs in the local community as well as regionally and state-wide;
- Changing demographics of the service area;
- Perceptions of the agency by individual and organizational stakeholders;
- Licensing and regulatory issues;
- Legislative priorities and opportunities.

The strategic plan may take a variety of formats, but should always be based on sound fiscal principals, include specific prioritized goals, be available to the general public and specific stakeholders as requested, and be updated on a regular basis so that it maintains its relevance.

Updates will be given to the Board of Directors at a minimum twice a year.

Community Connections, Inc.

Originally Drafted: 08/2014
Last Revision: 09/2020
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	Planning documents saved to network
Related Standards/Licensing/Grant Requirements	CARF 1.C
Related Operational Procedure	

- SECTION** Board Organization
- SUBJECT** BO.1.06 - Agency Insurance
- PURPOSE** To ensure adequate insurance coverage for the agency and all its entities
- SCOPE** Board of Directors
- POLICY** The Board of Directors will ensure the agency has adequate insurance in effect to cover against loss and third party claims.

PROCEDURE

The Executive Director will engage an insurance company or companies to provide insurance coverage for:

- Professional Liability for all employees or contractors acting on behalf of the organization
- Personal Property
- Auto
- Unemployment Insurance
- Worker’s Compensation
- Bonding for the 401K plan
- Directors and Officers

The Executive Director and Board of Directors will review insurance plans annually to ensure adequate protection is available.

Insurance notifications will be posted based on state and federal law.

Originally Drafted: 08/2007
Last Revision: 09/2008
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION	Board of Directors
SUBJECT	BO.1.07 - Executive Director's Evaluation
PURPOSE	To provide regular feedback regarding the performance of the Executive Director
SCOPE	Community Connections Board of Directors
POLICY	Community Connections Board of Directors will perform annual performance evaluations of the Executive Director through a process that will include stakeholder feedback.

PROCEDURE

The Board of Directors (BOD) shall evaluate the Executive Director on an annual basis. Typically the ED's employment contract is tied to performance. As such, the evaluation should be conducted prior to the contract date. When the evaluation is not completed timely, the Executive Director's contract may be extended if performance review is not completed by the end of the contract date.

The Board of Directors will typically perform a 360 degree process for the Executive Director (ED) during the first review for a new Executive Director and at least every three years as warranted thereafter. The Board of Directors may consider a modified process with a more experienced Executive Director.

360 Degree Process:

The following will be used as a general guideline for conducting the performance evaluation:

- 1) Understand the ED evaluation is a 2 tiered assessment:
 - a. Most importantly the BOD must evaluate the ED's accountability of the health of the agency as a whole. It is imperative that the board understand that the ED is responsible and accountable for the sum of the agency's parts. While the BOD may incorporate information from non-Board sources into its deliberations, the responsibility for completing the performance evaluation lies solely with the Board itself.
 - b. Second, evaluate the ED on the specifics of the job description through feedback given on the performance review completed by the various stakeholders. Although all feedback is important and should be taken seriously, the weight of feedback is not equal. Not everyone can adequately answer all questions. The committee must educate itself as to who can adequately answer each question and be mindful of those who answer inappropriately with a value rather than N/A. The performance review is only one piece of the assessment and helpful most in giving the ED feedback that will help with the everyday operation of the agency.
- 2) Establish an assessment committee no less than 2 months prior to the Executive Director's contract date. Consider the following:
 - a. The committee should have a minimum of 3 BOD, with at least one member with supervisory experience and/or previous experience on the ED assessment committee.
 - b. Determine a committee chair. The chair will communicate regularly with the board president and ensure communication/scheduling between committee members and facilitate committee meetings.

- c. Gather needed resources for proper assessment by the first committee work session – see resource list following.
- 3) The committee will identify stakeholders and utilize the performance review tools to gather their feedback. Clear instructions, due date and postage paid envelopes should be included in feedback packets. Stakeholders should include the following:
 - a. Annually:
 - i. The Executive Director's evaluation of their performance
 - ii. Feedback from senior management
 - iii. The Board of Director's evaluation.
 - b. At least every three years or more often as warranted
 - i. All of the above
 - ii. Customers
 - iii. Community members
 - iv. Peers
- 4) The committee will compile all feedback received into a consolidated document making sure to clarify electronic feedback from the ED, BOD's and senior management on the enlarged performance review tool attached to this procedure. Feedback will be separated with anonymous BOD comments listed first, followed by anonymous senior management comments, followed by self-evaluation comments. Only feedback received by the due date will be considered. Returned feedback must have names of evaluators for committee use. The committee may need to contact evaluator(s) for further clarification of comments made or to understand possible patterns/ discrepancies, should they arise between evaluators. Compile and include community feedback as an attachment to the enlarged performance review tool. Use the attached spreadsheet to compile numeric scores and to determine overall function/evaluation score. As much as appropriate, the committee will record all feedback comments. Comments may be recorded randomly to ensure anonymity. The committee may choose to limit the number of comments when they are consistent (particularly consistently low). The committee may choose to strike any comment that may be perceived as mean spirited or not constructive in nature. The enlarged tool will be presented to and reviewed with the ED.
- 5) The committee will review all feedback and the other resources identified below to ascertain areas of concern or need for corrective action.
- 6) The committee will review the current ED contract and make recommended changes.
- 7) The committee will present their findings/recommendations to BOD at the Board meeting which will hopefully occur one month prior to ED's contract date. This will occur during an executive session of the BOD meeting.
- 8) Following the board meeting, the BOD president will prepare a letter, summarizing the BOD results.
- 9) The evaluation will be reviewed with the ED by the Board or by the Board President and at least one member of the committee. The Board President may perform alone if the president partook in the committee or may delegate the task entirely to the committee chair. These items will be reviewed at that meeting:
 - a. Narrative letter from the Board President.
 - b. Compilation of the performance review findings from the BOD and the ED
 - c. Summary Feedback Document for outside stakeholders
 - d. Feedback from senior management
 - e. Contract changes, including pay scale changes,
 - f. Recommendations for upcoming professional development plan
- 10) The professional development plan will be produced at this meeting with input from the

ED.

- 11) The full evaluation package shall be placed in the Executive Director's personnel file. The evaluations shall be held confidential unless the Executive Director requests their release or directed by the Board of Directors pursuant to a majority vote of the entire body

Resource List (as available; not limited to)

- Performance review tool used by BOD and ED
- Program Director's review process
- Current job description
- Executive Director updates
- Sampling of PD performance reviews to ensure they are up to date, timely and complete along with the corresponding program development plan.
- ED Contract
- Questionnaire for community feedback
- ED professional development plan
- Quality Assurance or site reviews from the current year
- Financial Audit for the year
- Customer satisfaction surveys
- Strategic Plan
- Updates to strategic plan
- Annual Report
- Board members recently resigned

Originally Drafted: 01/2010
Last Revision: 09/2020
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.5
Related Operational Procedure	

SECTION	Organization
SUBJECT	BO.1.08 - Executive Director Hiring
PURPOSE	To establish a clear process for hiring a new Executive Director
SCOPE	Community Connections Board of Directors
POLICY	The Board of Directors will hire a new Executive Director through a procedure that will include the input of other stakeholders. While Executive Director hiring decisions are the sole responsibility of the Board of Directors, Community Connections is committed to facilitating practices that include employees and other key stakeholders throughout the process.

PROCEDURE

The following is a general guideline the Board of Directors will use when an Executive Director has given written notice:

- 1) The Board will create a search committee to include various stakeholders, such as:
 - Board President, who serves as chair of this committee
 - Board members selected by the full board
 - Program representative selected by senior management team
 - Primary or secondary customer representative appointed by Board President
 - Community representative (invested in mission, could be a donor, volunteer; appointed by Board President)

- 2) The Board may consider and/or define the following when outlining search and hiring process:
 - Determine need for outside consultant
 - Consider marketing plan for recruiting applicants and budget necessary to complete the plan
 - Interviewing process to be used
 - Define the role of full board and senior management team during final candidate selection
 - Determine how recommendations will be made to Board for final decision-making process
 - Review and revise Executive Director job description as needed

A quorum of the full board must approve the candidate recommended by the search committee before an offer of employment can be made.

Depending upon the timing of the Executive Director's leave and the recruitment strategy, the Board will consider appointing an Interim Executive Director.

As per the contract, 90 days must be given to the BOD prior to her/his departure from the organization or at the board's discretion.

Originally Drafted: 04/2006
Last Revision: 09/2020
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	
Related Operational Procedure	

SECTION **Board Organization**

SUBJECT **BO.1.09 - Executive Director Backup and Succession**

PURPOSE To ensure the agency remains stable during absences of the Executive Director, whether short or long term

SCOPE Community Connections Board of Directors

POLICY The Board of Directors maintains and follows a plan for the Executive Director's absence.

PROCEDURE

Short-term absences

When the Executive Director is absent for personal leave, they will designate the Deputy Director or a program representative as their backup. In those instances when the Executive Director has previously delegated their authority, the named backups will respect that delegation. In all instances, backups are expected to make a report to the Executive Director upon their return.

Executive Director Retiring or Terminating

When the Executive Director is leaving, the Board of Directors will consider the timing of the leave, in relation to their hiring strategy. When appropriate, they will designate an Interim Executive Director, considering previous backups noted above.

The board will designate responsibility for orienting the new Executive Director to the following:

- Policies
- Procedures
- Current job description
- Files
- Current staff evaluations
- Grant reports
- Board and Agency Calendars
- Strategic and operating plans
- Agency and Program budgets
- Funders and their requirements
- Past Audits and their findings

Originally Drafted: 04/2006

Last Revision: 09/2020

Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.5
Related Operational Procedure	

SECTION Board of Directors

SUBJECT BO.1.10 - Board Composition and Recruitment

PURPOSE To maintain a competent and engaged Board of Directors

SCOPE Community Connections Board of Directors

POLICY Community Connections Board of Directors is made up of seven individuals. A standard protocol is utilized when recruiting and selecting new Board members.

PROCEDURE

The Board of Directors is composed of seven members. Board members serve 3 year terms, with a total of two consecutive full terms. Board members that join part way through a term may serve the remainder of that term, in addition to two full terms. Board vacancies shall be filled as soon as possible upon vacancy.

The Board of Directors, in recruiting and selecting new Board members, shall endeavor to elect and maintain a competent Board, which is diverse in terms of the expertise, interests, ethnicity, and gender of its members. The Board regularly assesses their strengths and areas of expertise, considering their strategic planning goals. Utilizing this information, the Board will endeavor to have a Board makeup that includes the following types of individuals:

- Individuals representing our various services (primary or secondary)
- An individual with legal or financial expertise
- A community collaborator
- A rural community representative

Following are the standard procedures for filling an open seat:

- 1) Whenever possible, an outgoing Board member will identify potential qualified applicants
- 2) The remaining Board members will consider the above individuals and also consider identifying other potential applicants, considering their Board makeup criteria noted above.
- 3) The Board will prioritize their list of potential applicants and designate an individual to make contact and assess interest of their top choice.
- 4) When it becomes apparent that the applicant is interested, they will submit an application.
- 5) A potential applicant is encouraged to attend a Board meeting and will likely meet separately with other Board members.
- 6) An applicant shall be elected by a majority vote of the Board of Directors.

Originally Drafted 01/2010
Last Revision: 08/2014
Last Review: 09/2020

See Also:

Community Connections Personnel Policy	
Form	
Related Standards/Licensing/Grant Requirements	CARF 1.B.2
Related Operational Procedure	