

Policies of the Board of Directors

Adopted/most recent amendment:

A. Roles and Responsibilities of the Agency Board of Directors and Its Members

1. *Board Expectations*

a. Each Board member shall:

1. Support and advocate for the mission of the agency.
2. Prepare for, attend and actively participate in Board meetings as outlined in the Bylaws.
3. Devote a minimum of 20 hours per year as a program volunteer and/or committee member in addition to attendance at Board meetings.
4. Make an annual financial contribution to the best of her/his ability.
5. Actively engage in assisting the agency to meet its goals with respect to fundraising and with respect to other revenue sources including government and foundation grants, events, fees for activities and learning, and corporate giving.
6. Keep informed about the status of services to clients and patrons and the political/social issues surrounding them.
7. Participate in the nominating process and assist with recruiting and mentoring of new Board members.

2. *Board Responsibilities*

a. The Board of Directors has the responsibility to:

1. Determine and periodically reevaluate the agency's mission, vision and core values.
2. Select, support, evaluate and if necessary, dismiss the chief executive.
3. Ensure that effective and strategic plans are created for implementing the mission of the agency. Evaluate progress on the strategic plan.
4. Adopt an annual agency work plan that is consistent with the strategic plan, require periodic progress reports from the appropriate board members and from the chief executive, and evaluate the progress made on the plan at the end of the year. The components of this plan shall be 1) the Board of Directors' goals and work plan for the year, and 2) the staff goals and work plan for the year.
5. Adopt an annual budget that supports the strategic plan and the annual agency work plan. Monitor the fiscal health of the agency. Appoint the agency auditor and ensure each year that the Board or its Finance Committee has the opportunity to meet with the auditor with and without staff present.
6. Carry out a thorough annual evaluation process of the job performance of the chief executive. The purposes of this process are to:

- a) Encourage thorough two-way communication throughout the year in order to achieve the fullest possible understanding of mutual expectations.
- b) Enable the Board of Directors to evaluate the chief executive and all aspects of the agency for which s/he is responsible including but not limited to program efficiency, effectiveness and quality; fiscal management; human resource management including effective supervision and team leadership; fund raising; marketing, community relations; risk management; building management; and space planning.
- c) Enable the Board to exercise effectively its responsibility to govern the organization through its chief executive.
- d) Provide the Board with a clear picture of the organization's status so as to enable it to chart the organization's future more effectively, and to enable it to ensure that the organization is following the course that the Board has charted.
- e) Enable the Board to support its chief executive and thereby make her/him more effective.
- f) Hold the chief executive accountable up to and including dismissal if s/he is unable or unwilling to perform the duties of the chief executive position to an acceptable level.

The annual calendar for evaluation of the chief executive, and policy provisions for that process, appear at the end of this policy document.

- 7. Establish fundraising goals and take a leadership role in achieving them.
- 8. Enhance the agency's public standing and advocate for it and its issues in the community and at all levels of government.
- 9. Monitor, ensure and take responsibility for the legal, ethical and fiscal integrity of the agency.
- 10. Recruit, elect and orient an effective, diverse Board.
- 11. Provide an opportunity for Board members to evaluate themselves individually each year for compliance with this policy on Board Roles and Responsibilities.
- 12. Speak with only one voice. The Board speaks only as a corporate body, in authorized meetings with a quorum present through formal resolutions. No individual member may speak for the Board of Directors.

Notwithstanding this the President of the Board, and in her/his absence the Vice President (and as noted below the chief executive), are authorized to speak about established agency policies and goals. All Board members, staff members, friends and supporters are authorized and encouraged to tell the agency's story as widely as possible throughout the community.

B. Policy on Board Member Conflict of Interest

A conflict of interest is defined as an actual or perceived interest by a member of the Board of Directors in an action that results in, or has the appearance of resulting in, personal, organizational, or professional gain. A conflict of interest exists when there is evidence of or the appearance that a Board Member's personal interests have influenced or may influence Agency transactions or operations, or that these interests take precedence over the interests, goals, and/or mission of Agency. A conflict of interest may relate to you, your spouse/partner, family member, business interests, and/or associates.

Board Members shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with the agency or knowledge gained therefrom for their personal benefit. The interests of the organization must be the first priority in all decisions and actions.

Pursuant to this policy, each Board Member shall disclose by indicating below any personal interest which he or she may have in any manner pending before the agency and shall leave the governing board or committee meeting while the topic of interest is being discussed and/or voted upon.

Considering the period from _____ to _____ (Dates)

* Yes No

- 1. I (or a party related to me) hold, directly or indirectly a position of financial interest in an outside concern from which Agency secure goods or services. _____ _____

- 2. I (or a party related to me) render directive, managerial, or consultative service to, or am an employee of, any outside concern that does business with Agency. _____ _____

- 3. I have accepted gifts or other benefits from any outside concern that does, or is seeking to do, business with Agency. _____ _____

- 4. At the agency, I have participated in management decisions concerning transactions that affect or benefit me, my family, or my personal financial interests. _____ _____

- 5. I (or a party related to me) have received or continue to receive services from the agency. _____ _____

* If you answered "Yes" to any of these statements, please provide further explanation and information on any related-party transactions.

I understand that it is my responsibility as a Board member to adhere to the above policy and to contact the agency's Compliance Officer to complete a new disclosure form and to inform the agency of any changes and/or additions regarding disclosure that may occur throughout the year.

Signature

Date

Printed name

C. Roles, Responsibilities, and Authority of the Chief Executive

1. The Board articulates the values and strategies of the organization via the mission, the strategic plan, and policy statements. The chief executive is responsible for the implementation of the Board's plans and policies.
2. Human resource policies shall be interpreted, applied and enforced by supervisory and management employees of the agency under the direction of the chief executive. Ultimate authority for interpretation, application and enforcement rest with the chief executive, who will be responsible for promulgating policies and procedures and for resolving questions or issues that arise. The chief executive is additionally responsible for:
 - Revisions to wage and salary schedules, benefit plans and programs and performance evaluation systems. The chief executive must notify the Board of Directors of significant changes in human resource policy and practice.
 - Enforcement of all applicable state and federal employment laws and their resultant effect on human resource policies, procedures and practices.
 - Ensuring that human resource policies are reviewed by an employment attorney.
3. The chief executive shall operate in a manner that protects the Board from sudden absence or loss of executive services. The chief executive must ensure that at least one other senior staff member is familiar with Board and chief executive issues and processes. The chief executive shall report annually on the manner in which this is achieved, or quarterly if there is a variance.
4. The Board delegates full responsibility and authority to the chief executive for management of all staff members and volunteers consistent with Board policy. There is no supervisory role for Board members regarding staff or volunteers, with the exception

of the chief executive. The hiring, promotion, or termination of employees shall be within the authority of the chief executive. Significant actions within this area shall be reported to the Board as part of the chief executive's report.

5. The chief executive shall maintain the following employment policies in the agency employee handbook and shall ensure that they are enforced.

a) Equal Employment Opportunity: The staff and Board of Agency provide equal opportunity to all persons without regard to race, sex, age, religious affiliation, ethnic origin, mental or physical disability, income, political affiliation, sexual orientation, marital status, or past participation in the discrimination complaint process. We operate under this policy in all areas:

1. Employment (including hiring, compensation, promotion)
2. Membership on the Board of Directors
3. Service delivery programs and participation

b) Sexual Harassment: Sexual harassment in any form will not be tolerated and could form the basis for dismissal. This policy applies equally to supervisors, colleagues, board members, participants, volunteers, vendors, and any other non-employee visiting our premises.

1. Sexual Harassment is defined as unwelcome or unwanted sexual advances, requests for sexual favors and other verbal, non-verbal or physical conduct of a sexual nature where:
 - a. Submission to the advances is a term or condition of employment.
 - b. Submission to or rejection of the advances is used as the basis for making employment and personnel decisions (including hiring, discipline, promotions, transfers, layoffs, work assignments, benefits, or participation in organization programs).
 - c. Such conduct interferes with an individual's work performance or creates an intimidating, hostile, or offensive working environment.
2. Employees who feel that they have been subjected to sexual harassment should file a written complaint immediately to the Chief executive or, if more appropriate, to the chair of the Human Resources Committee.
3. The initial discussion and any subsequent discussion of sexual harassment charges will be held in strict confidence to the extent practical and appropriate under the circumstances.
4. The chief executive shall conduct an immediate investigation of the incident(s). If the chief executive is the accused, the President of the Board and the chair of the Human Resources Committee shall conduct the investigation.
5. If the investigation is not conclusive, the accusing employee will be informed that the investigation did take place and will be advised of the results when they are known. If the investigation is conclusive the accusing employee will be informed of what the investigation revealed, but not necessarily of the consequences for the offending party.

c) Diversity and Inclusion Policy: Agency is committed to creating a workplace and human service agency that values and supports diversity and inclusion. We will strive to learn about diversity, and promote acceptance of the differences of others within our workforce and our community.

In order to accomplish this goal, we will:

1. actively seek employees, volunteers and participants from diverse backgrounds;
2. develop and maintain a work environment that supports and nurtures every individual throughout his or her tenure with Agency;
3. continue to develop policies and procedures governing our workforce and agency that are mindful and inclusive of our diverse community;
4. create an organization that is welcoming and supportive of all;
5. develop programs that increase awareness, understanding, and education regarding diversity issues;
6. not tolerate any discrimination, bias, harassment, or negative stereotyping toward any person or group;
7. foster a workforce ethic that embraces diversity for all interactions and delivery of services to the public.

Agency is committed to act responsibly and forthrightly to maintain an inclusive and diverse environment.

d) Whistle Blower Protection Policy

This policy is written to comply with the Public Company Accounting Reform and Investor Protection Act of 2002 (Sarbanes-Oxley) so that any person who reports suspected waste, fraud and/or abuse at Agency is protected against any form of retaliation

Any Agency staff member or volunteer who reports suspected waste, fraud, or abuse will not be dismissed or subjected to any form of retaliation for making such a report even if it is determined that no fraud, waste or abuse occurred. The individual who makes the report will not be dismissed, demoted, suspended, harassed, denied consideration for a promotion, or subjected to any other form of discrimination for reporting the suspected problems.

Agency has retained the services of Attorney _____ to serve as an ombudsman for the purpose of receiving reports and protecting the anonymity of the individual making the report.

An individual can report suspected waste, fraud, or abuse to Attorney _____.

- By phone to
- By written report to Attorney _____

Once a report has been received, the following action(s) will be taken:

- If the report regards suspected waste, abuse or illegal activity other than financial, the chief executive shall conduct an immediate investigation of the incident(s). If the report regards a suspected incident that is alleged against the chief executive, the chair of the appropriate Board Committee and the Board President shall conduct the investigation. (See also Sexual Harassment Policy).
- If the report regards financial wrongdoing or fraud, it will be investigated by the chief executive. If the allegation is against the chief executive, the Treasurer shall investigate. If against the Treasurer, an independent auditor will be retained to conduct the investigation.

The findings will be reported in this way:

- Provide the person filing a report with a summary of findings through the Ombudsman.
- Take steps to deal with the issue addressed, including making operational or personnel changes.
- If warranted, contact law enforcement to deal with any criminal activities.

6. Complaints against the chief executive

- a) The Board of Directors committee designated to evaluate the job performance of the chief executive (hereafter the committee) shall receive and investigate all complaints and concerns regarding the chief executive's performance. Members of the committee and other Board members will encourage anyone with complaints and/or concerns about the chief executive to address them first directly to her or him, and if the complainant is not satisfied with the outcome to take the complaint to the committee.
- b) The committee will notify the chief executive of the nature of the complaint and give her/him the opportunity to respond to it. The committee will consider using some sort of dispute resolution – such as the Community Dispute Resolution Center – if there is a need for clearer, more complete information and for two-way communication between the complaining party and the chief executive.
- c) The chief executive is expected to keep the committee apprised of complaints and/or concerns about his or her performance from any person, employee, or organization.
- d) The committee is responsible for giving all complaints and/or concerns careful consideration.
- e) If complaints against the chief executive involve sexual harassment or other discrimination the committee and the Board will follow the policy that addresses this subject and the corresponding guidelines for reporting and investigating such complaints.

- f) The Board will be kept apprised on an as-needed basis about any complaints against the chief executive.
- g) All actions of the committee will be taken within 60 days unless there are extenuating circumstances.
- h) The committee will notify the complaining party of its finding with respect to the facts of the complaint. It will not notify that party of any impact on its evaluation of the chief executive or of any action it takes against the chief executive since these are confidential.

D. Financial Practices and Risk Management

1. *Operating Budget*

- a. The chief executive shall present to the Board for approval on an annual basis a realistically balanced operating budget, cash flow projection and capital plan as part of the annual operating plan. The budget, cash flow plan and capital plan shall be consistent with the program directions as established by the Board. The use of grants and investment earnings must be consistent with Board policies governing such assets. The operating plan should always be consistent with the agency's vision for the future, its values, and its mission.

Subject to these guidelines the chief executive have broad operating authority to operate the agency.

- b. If in any year there is a plan to use agency reserves to balance the budget this must be clearly indicated by the chief executive and authorized by the Board.
- c. On a quarterly basis, the Board of Directors and the Budget and Finance Committee shall receive financial statements from staff on the agency as a whole, including an analysis of variances and performance on key indicators consistent with the Annual Operating Plan. Monthly reports will be provided to any committee member or other Board member who requests them. The Budget and Finance Committee shall also receive on a quarterly basis a cash flow forecast versus plan, a report on any line-of-credit balance, and capital spending versus plan.

2. *Financial Practices*

a. Auditing and Accounting

- 1) The agency shall conduct its financial practices in accordance with generally accepted accounting principles (GAAP) for non-profit organizations and in

accordance with the requirements of all its funding agencies. The chief executive may not cause or allow the development of fiscal jeopardy endangering the health and welfare of the organization or compromising of Board-established goals. The chief executive is responsible for maintaining a system of internal controls and a policy prohibiting staff conflicts of interest.

2) An independent certified accounting firm, holding membership in the American Institute of Certified Public Accountants and/or the New York State Society of Certified Public Accountants and acceptable to funders, shall be employed by the Board of Directors to provide an annual audit done in accordance with generally accepted audit standards (GAAS) for non-profit corporations. The Board or Finance Committee shall meet with the auditor annually with and without management present.

b. Contracts

1) The chief executive must secure Board of Directors' authorization to purchase, sell, or lease real estate, or to enter into, modify, or terminate contracts in excess of \$_____ if they were not identified in the budget submission.

2) The chief executive will obtain competitive proposals for any non-construction contract under which the agency will pay out \$5,000 or more per year. These proposals must be re-bid at least every five years.

3) The chief executive will obtain competitive proposals for any construction contract under which the agency will pay out \$20,000 or more during the life of the contract.

4) Whenever it is deemed not practical or desirable to obtain competitive proposals prior notice must be given to the Budget and Finance Committee.

c. Check-Signing Authority

1) The Board shall designate by resolution the individuals authorized to sign checks and conduct other banking transactions on behalf of the agency.

2) Checks in excess of _____ shall require two signatures of any persons authorized by the Board to sign. The Board may by resolution exempt from this requirement payments to specific vendors that occur on a regular basis.

3) The agency chief executive is responsible to ensure that all expenditures of the agency are appropriately authorized and in the correct amount. The Budget and Finance Committee shall periodically review the procedures in place for these purposes.

d. Borrowing

The chief executive may borrow funds only with the approval of the Board.

e. Capital Expenditures

Capital expenditures must be included in the annual capital plan. The chief executive may not approve unbudgeted capital expenditures in excess of \$5,000 without notification of the Board Treasurer or Board President.

f. Internal Controls

The chief financial officer's responsibility to maintain appropriate internal financial controls shall be defined and monitored by the Budget and Finance Committee which shall provide periodic reports to the Board of Directors..

g. Donated Securities

Any securities donated to the agency shall be sold immediately. Proceeds must be invested in accordance with agency fiscal guidelines and investment guidelines.

3. *Risk Management*

a. The chief executive shall ensure that the agency maintains a thorough risk Management and loss prevention program that meets all standards established by any regulatory agencies and that minimizes risks to the safety, health and security of patrons, members, clients, staff, volunteers, vendors and visitors.

b. On a quarterly basis the chief executive shall submit a copy of the most recent quality assurance and risk management activity to the President and Vice President of the Board of Directors and to any other Board member who requests a copy. The risk management plan shall include planning and training for emergency situations.

c. Insurance

The Finance Committee shall review annually the coverage and cost of the agency's insurance policies.

d. Physical Facilities

The chief executive shall report annually to the Finance Committee on the general state of the physical facilities and shall submit for the committee's review the updated long-range plan for the maintenance of those facilities.

E. Investment Management Guidelines

The following are Board of Directors' guidelines for the custody, objective, policies and guidelines, performance, communication and review of invested funds owned by the Agency:

1. Management

The _____ (bank) of Ithaca, NY has been appointed as the Investment Manager for such funds and securities as are made available to it by Agency.

2. Objectives

- a) The investment objective of the portfolio shall be growth with income with which to meet ongoing requirements of the agency.
- b) It is the policy of the Board of Directors that an amount equal to five (5) percent of the year-end market value of all invested funds shall be available for ordinary operating expenses each year. The agency's investment decisions shall be made with this objective in mind.
- c) The invested funds made available for ordinary operating expenses shall be comprised of income (dividends and/or interest) earned by the Endowment Accounts plus principal, dividends, and/or interest available in the unrestricted Investment Accounts. The determination of which investments should be liquidated to make these funds available shall be made by the Investment Manager. The determination of when the investments should be liquidated shall be made by the Chief executive as part of her/his cash planning.

3. Guidelines

The Board of Directors will not directly supervise the investments, but will exercise their intent through these policies and guidelines.

- 2.1 Assets will be diversified to insure that adverse or unexpected results from any one security class will not have a detrimental impact on the entire portfolio.
- 2.2 The investment manager will actively allocate assets between stocks, bonds, and cash.
- 2.3 At the investment manager's discretion, investments may be in the form of one or more widely diversified mutual funds.
- 2.4 The following conditions shall serve as investment guidelines:
 - 60% + or – 10% in stocks or equities
 - Up to 20% (+ or – 10%) of the equity portion of the accounts may be invested in international equities.
 - Up to 20% (+ or – 10%) of the equity portion of the accounts may be invested in alternative investments (including commodities, merger arbitrage, and market neutral funds).
 - 40% + or – 10% in bonds

- Up to 20% in bonds within the same industry, excluding U.S. Government securities.
 - Up to 20% in cash or cash equivalents – minimum of 5% to cover the operating expenses outlined in section 2.
- 2.5 Obligations of the U.S. Government may be held in any amount.
- 2.6 Bonds shall be “A” rated or better by either S&P or Moodys. Bonds which are downgraded below “A” need not be sold immediately, but the Budget and Finance Committee should be notified of the lower-rated bonds at its next meeting.
- 2.7 Mutual funds shall be widely diversified and generally not hold more than 5% of any one issuer (except the U.S. Government).
- 2.8 Investment prohibitions:
- Tangible personal property
 - Derivative Instruments
 - Short positions
- 2.9 Any stock received as a gift in kind shall be handled according to the guidelines stated above.

4. Performance

- a) The investment portfolio shall have a return objective of the S & P 500 and MSCI EFAFA indexes on stocks, and of the Barclay’s Intermediate Corporate & Government Bond Index on bonds.
- b) Management performance shall be monitored quarterly by the Budget & Finance Committee to include: total fund performance, equity performance, and fixed income performance.

5. Communication

- a) A quarterly statement will be presented to the Budget and Finance Committee. After review a brief report will be presented to the Board of Directors.
- b) Upon request the investment manager will attend a Budget and Finance Meeting and present a financial report.

6. Review

The Budget and Finance Committee will review these policies and guidelines annually, and report to the Board of Directors their decisions and recommendations.

F. Other Financial Management

1. Endowment & Investment Accounts

The agency maintains two investment accounts with the _____ (bank). The Endowment Fund is a restricted account. Gifts made to the agency that are stipulated by the donor to be placed in the endowment fund are considered to be "restricted" and cannot be used

for purposes other than those stipulated by the donor. The Board of Directors can utilize only income (interest and/or dividends) from the Endowment Fund; the principal remains intact. The Endowment Fund's primary purpose is to build a fund which is to be invested to generate income.

The Investment Account consists of unrestricted funds. The Board of Directors may increase the principal of the Investment Account by voting to deposit in it funds from other agency resources. The interest, dividends, or principal may be used to support the agency's annual operating budget. In emergency or extenuating circumstance and upon recommendation of the Finance Committee and with the approval of the Board of Directors, unrestricted funds may be used to meet other agency financial needs.

The Finance Committee shall monitor the Endowment Fund and the Investment Fund and make recommendations to the Board of Directors regarding any changes considered to be prudent. The Finance Committee will follow the Investment Management Guidelines.

2. Reserve Fund Policy

As a matter of policy it is a goal of this organization to retain not less than 90 days of funds in reserve. For the purpose of this policy “funds in reserve” is defined as:

- Cash in checking, savings, and CD accounts.
- Money invested in money market accounts.
- Money invested in short-term to intermediate-term bonds or bond funds.

The chief executive is authorized to withdraw funds from Agency’s Board-designated investment account, if any, up to the amount authorized in the annual budget. S/he may withdraw these funds at the rate s/he deems advisable.

The chief executive is authorized to utilize a line of credit only to level out Agency’s cash flow. Current status of the line of credit shall be reported to the appropriate board committee on the schedule determined by the committee. It is the policy of Agency that the line of credit shall not be used otherwise than to address short-term cash flow needs. If there is no other source of cash to pay the Agency’s bills the chief executive shall take actions to correct the situation.

G. Employment of the Chief Executive

1. Process for selecting and appointing a new chief executive
 - a. The President of the Board of Directors appoints a search committee.
 - b. The search committee spearheads the process of securing community and employee feedback about what skills the agency should look for, recommends an updated job description if needed, schedules and conducts interviews, checks references, makes a recommendation to the Board of Directors.
 - c. The Board approves the selection of candidate and the parameters of the compensation.

- d. The Board President, at the direction of the Board of Directors, negotiates compensation with the candidate pursuant to the Compensation Policy of this agency, and confirms the compensation and terms and conditions of employment by letter.
 - e. The initial work plan for the chief executive is developed by the committee/person designated by the Board to carry out the chief executive's job performance evaluation.
2. Annual chief executive performance review calendar of events and policy provisions (see 2 a) 6 a) above for the objectives of this policy).

Each year at its organizational meeting the President of the Board of Directors shall appoint, subject to Board confirmation, an Evaluation Committee to recommend an annual performance review of the chief executive and to carry out all the duties described below. This committee may be appointed on a stand-alone basis or its duties may be assigned to another Board committee.

Month one (the month immediately after the chief executive's performance year ends):

Within the first 10 days of the month

- a. Chief executive prepares a report on her/his progress on goals and objectives for the previous year and a report on other items of importance and interest; the latter will usually include information about the chief executive's work with, and evaluation of, agency staff members reporting to her/him.
- b. Chief executive submits draft objectives for the upcoming year (these may be the same as the agency's objectives but they do not have to be). These recommendations should include specific objectives, means by which progress toward those objectives can be measured, and means by which those measurements can be reported so that reports can be quickly understood by busy board members.
- c. Chief executive submits any recommended changes in the job description for her/his position.

Before the end of the month

- a. Evaluation Committee reviews the chief executive's report on year past, proposed goals and objectives for the upcoming year, and any proposed changes to the job description.
- b. The Committee either
 - 1) conducts a written survey of board members' perceptions of the chief executive's job performance, or
 - 2) interviews board members about the chief executive's job performance, or
 - 3) a combination of the two (e.g., written survey to all board members, in-person interviews with those who want one).
- c. The Committee
 - 1) may choose to interview the chief executive on her/his initial report;

- 2) summarizes all the information received from Board members in a written report that protects the anonymity of people interviewed and sends it to the chief executive;
 - 3) may schedule and participate in an in-person meeting for the chief executive and the Committee to discuss the information received from Board members (this meeting is optional);
- d. Prepares a draft Evaluation for the chief executive for the year past, recommended goals and objectives for her/him for the upcoming year, and any changes to the job description.

First week of month two:

Either the full Evaluation Committee or a smaller group appointed by the Committee Chair then conducts a *two-way* conversation with the chief executive about everything above and attempts to reach agreement on the Evaluation for the past year and goals and objectives for the upcoming year.

Month two Board meeting: Board acts on Evaluation for the year past, goals and objectives for the upcoming year, and any changes to the job description.

New chief executive:

A new chief executive shall be evaluated at the end of three months and six months prior to going on the annual calendar above.

Other Policy Provisions

- a. In the event that the agency is in the midst of a large organizational change process the above dates may not be advisable. Although the chief executive must be evaluated in writing once per year, the Board of Directors has the authority to define the “performance year” as it chooses, so these dates could in that event be changed.
- b. If issues are brought to the Evaluation Committee by anyone they should be addressed immediately, not on the schedule above. The process the Committee employs will depend on the issues and the timing.
- c. The Evaluation Committee may wish to consider retaining an outside consultant to advise on or assist with any of these duties. There are many situations where this is advisable.
- d. The Evaluation Committee may wish to consider retaining an outside consultant to advise on or assist with any of these duties. There are many situations where this is advisable.
- e. Staff members will be surveyed annually on an anonymous basis about the chief executive’s job performance and the agency’s effectiveness. The use of an outside facilitator to guide or conduct this process is encouraged.

- f. The Committee may wish on an occasional basis to survey staff, members, and agency collaborators, in addition to Board and staff members, on an anonymous basis, about the chief executive's job performance and the agency's effectiveness. The use of an outside facilitator to guide or conduct this process is also encouraged.
 - g. The Committee may recommend and the Board may enact an evaluation of "Satisfactory" for the chief executive. If this is the case s/he shall receive the same percentage pay increase as the rest of the agency's employees, taken as a whole, in the next budget year. If a staff bonus is being paid s/he shall be awarded a bonus that is calculated in the same way as the other employees of the agency.
 - h. If the Board authorizes an "Unsatisfactory" job performance evaluation for the chief executive the Board shall, at that time, determine the chief executive's salary for the upcoming budget year. This may be, but is not required to be, less than the percentage pay increase received by the rest of the agency's employees. The Board also may withhold any staff bonus from the chief executive, but is not required to do so.
 - i. Any change in the pay, benefits or working conditions of the chief executive must be authorized by the Board of Directors.
 - j. The Chair of the Committee shall retain all of the written documents required by this policy in a locked file cabinet located at the agency.
3. The chief executive shall submit written notice of resignation to the President of the Board of Directors.