



Funding Partners for Housing Solutions

GOVERNING POLICIES MANUAL

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POLICY TYPE: GOVERNING PROCESS

POLICY 1.0

POLICY TITLE: *GOVERNANCE COMMITMENT*

- 1.0 The purpose of governance is that the Board, on behalf of the general public of the State of Colorado and especially the affordable housing community guarantees the accountability of Funding Partners by assuring that it (a) achieves appropriate cost-efficient results (b) governs by the vision, mission and principles established by the Board on a 2-year cycle, and (c) avoids unacceptable activities, conditions, and decisions.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.1 STYLE

POLICY TITLE: GOVERNANCE

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- 1.1 The Board deliberates with many voices, and governs with one. The Board will govern with an emphasis on outward vision, encouragement of diversity in viewpoints, strategic leadership rather than administrative detail, clear distinction of Board and Executive Director roles, collective rather than individual decisions, future orientation rather than past or present, and proactively rather than reactively.

The Board will:

- 1.1.1 Act with group responsibility.
- 1.1.2 Be responsible for excellence in governing.
- 1.1.3 Use the expertise of individual trustees to enhance the ability of the Board as a whole, rather than to substitute the individual judgments for the Board's values.
- 1.1.4 Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives.
- 1.1.5 Govern in a disciplined fashion for excellence.
- 1.1.6 Fulfill the responsibility to be stewards of the community's interests by seeking, recognizing, and considering multiple and diverse perspectives in deliberation of issues and in the pursuit of a common vision.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.2

POLICY TITLE: *BOARD JOB DESCRIPTION*

- 1.2 The job of the Board is to represent the general affordable housing community in determining and demanding appropriate organizational performance. To distinguish the Board's own unique job from the jobs of the staff, the Board will concentrate its efforts on the following job "products" or outputs:
 - 1.2.1 The link between Funding Partners and the community.
 - 1.2.2 Written governing policies that, at the broadest levels, address:
 - 1.2.2.1 Board of Trustees Mission and Goal Statements: Organizational services, benefits to the community, outcomes, results, recipients, and their relative worth and impact.
 - 1.2.2.2 Executive Boundaries: Constraints on authority that establish the prudent, ethical and legal boundaries within which all activity and decisions must take place.
 - 1.2.2.3 Governing Process: Specification of how the Board conceives, carries out, and monitors its own tasks.
 - 1.2.2.4 Board-Executive Director Staff Relationships: How authority is delegated and its proper use monitored.
 - 1.2.2.5 The assurance of Executive Director performance and institutional effectiveness against policies in the Board of Trustees Mission and Goal Statements and Boundaries.
 - 1.2.3 Taking positions on public policy and, where appropriate, advocating for legislation.
 - 1.2.4 Actively supporting Funding Partners pursuit of programmatic and operating funds. Such support should be evidenced by annual personal contributions by each Trustee to demonstrate financial commitment to outside interests. Personal contributions may be of nominal amount and well within the capacities of the Trustee.
 - 1.2.5 Adopt a Goals & Measurements Statement at least annually to identify how the organization will measure progress towards mission achievement.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.3

POLICY TITLE: *POLICY-MAKING PRINCIPLES*

- 1.3.1 Policy will represent the Board's determination of the best interests of the organization. The Board will be an initiator of policy and policy directions. The policy-making process will be open and inclusive and will seek the expertise of those within the community.
- 1.3.2 Policy-making will focus on statements of broad values and perspectives. Within this governance policy document, a Statement of Ends shall provide more specific outcome expectations to include annual and long-range strategic objectives that support Board policy statements.
- 1.3.3 The Board will review this Governing Policies Manual annually, and make changes as needed. It is the intention that outcomes of policies are measurable.
- 1.3.4 All supporting policy documents of the organization will be reviewed by the Board or its assigned subcommittee at least annually, or more frequent as circumstances dictate. All policy documents of the organization shall support the mission and business objectives of Funding Partners as consistent with this Governing Policies Manual.

Funding Partners policy documents include:

- 1.3.4.1 Accounting, Loan Servicing & Compliance Procedures
- 1.3.4.2 Conflicts of Interest
- 1.3.4.3 Disaster Recovery (Business Continuance)
- 1.3.4.4 Investment
- 1.3.4.5 Loan Policies & Procedures
- 1.3.4.6 Personnel

POLICY TYPE: GOVERNING PROCESS

POLICY 1.4

POLICY TITLE: *POLICY GOVERNANCE*

- 1.4.1 The Governing Board embraces the concept of policy governance as a fundamental structure of Funding Partners, while retaining its own rights and responsibilities as the ultimate authority in all areas defined by federal, state and local laws and regulations.
- 1.4.2 Policy governance is defined as the collaborative participation of Board members of Funding Partners in planning for the future and in developing policies and recommendations under which Funding Partners is governed and administered.
 - 1.4.2.1 Processes for the development of programs.
 - 1.4.2.2 Processes for the review of programs.
 - 1.4.2.3 Processes for planning and budget development.
 - 1.4.2.4 Processes for development of vision and goals.
- 1.4.3 The Board recognizes its legal responsibility and authority to employ and determine the compensation level of the Executive Director.
- 1.4.4 The Executive Director shall provide Staff with opportunities to participate in the development of policies and procedures, and in decisions that directly affect them. However, the ultimate decision is that of the Board.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.5

POLICY TITLE: *BOARD ORGANIZATION*

- 1.5.1 The Board consists of a maximum of fifteen trustees elected at large throughout the State of Colorado.
- 1.5.2 Each trustee shall be elected for a two-year term beginning with the first Board Meeting in April following the election, and shall serve until a successor is elected or appointed and qualified.
- 1.5.3 Vacancies will be declared and filled by the Board of Trustees. A trustee's seat becomes vacant upon his/her ceasing to discharge duties of the office for a period of four consecutive months, or less than 50% of regularly scheduled meetings during any calendar year, except in such cases where a Leave of Absence has been granted by the Executive Committee of the Board. The Board shall fill by either a special election or by an Executive Committee provisional appointment any vacancy on the Board. A provisional appointment shall be permanent until the next regular election of Board members.
- 1.5.4 The Executive Director will designate a staff person to assist the Secretary and the Treasurer of the Board in executing responsibilities of such officer positions.
- 1.5.5 At each annual meeting, the outgoing President will move to the position of Immediate Past President and continue to serve on the Executive Committee. The Vice President will automatically move to the President position and nominations from the entire list of Board Members will be entertained for the positions of Vice President, Secretary and Treasurer. Once elected, these officer positions plus the Immediate Past President position will comprise the Executive Committee. The usual term of office for the Executive Committee members will be one year.
 - 1.5.5.1 The purpose of the Executive Committee is to assist the President with the duties outlined under *Officers' Roles*.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.6

POLICY TITLE: *OFFICERS' ROLES*

1.6.1 Board President

The role of the Board President is to lead the Board members in carrying out their duties and responsibilities in partnership with the Executive Director. The Board President chairs the Executive Committee.

The Board President shall:

- 1.6.1.1 Be knowledgeable about Funding Partners and the affordable housing community that comprise its customer base and use that knowledge in part to help the Board and the Executive Director focus on the future.
- 1.6.1.2 In leading the organization's commitment to planning, ensure a Board role in the planning process, including creating and recreating the Board's vision for Funding Partners.
- 1.6.1.3 Communicate regularly with the Executive Director and as needed with the Board to keep all members informed about Funding Partners business matters.
- 1.6.1.4 Represent the Board to the public. The Board President may attend public events on behalf of the Board or designate other trustees to do so.
- 1.6.1.5 Speak for the Board, including advocating Board positions in public forums. In doing so, the President shall speak only on issues on which the Board has agreed. Other trustees shall refer inquiries from the public and the media to the Board President, the Executive Director to ensure coordination of statements regarding Funding Partners.
- 1.6.1.6 Preside over Board meetings, ensuring orderly, timely, deliberate, and appropriate discussion and decision-making.
- 1.6.1.7 Strive to develop the effectiveness of the Board as a team and of individual members of the team.
- 1.6.1.8 Appoint trustees to ad hoc committees to formulate initiatives and policies for recommendation to the Board.
- 1.6.1.9 Plan Board retreats to maintain Board vitality and effectiveness; encourage trustees to attend regional, state and national conferences; and include current issues for timely discussion in Board agendas. Retreats should occur no later than September of each year.

The Board President shall (continued)

- 1.6.1.10 Play a major role in orientation and in continuing support and informing new Board members.
- 1.6.1.11 Ensure conduct of annual Board self-evaluations and Executive Director evaluations and appropriate follow-up.
- 1.6.1.12 Chair the Executive Committee.

1.6.2 Board Vice President

The role of the Board Vice President is to support the role of President, assuming all such responsibilities in the event the President is absent, unavailable, restrained by conflict of interest or otherwise incapacitated from execution of his/her responsibilities

The Board Vice President shall:

- 1.6.2.1 Chair the Loan Committee.
- 1.6.2.2 Succeed to the office of President upon annual expiration of Officer terms.

1.6.3 Board Secretary

The Board Secretary shall:

- 1.6.3.1 Oversee the accuracy of the minutes.
- 1.6.3.2 Oversee the creation, accuracy and authenticity of Board resolutions.

1.6.4 Board Treasurer

The Board Treasurer shall:

- 1.6.4.1 Oversee the preparation and presentation of all Funding Partners financial statements.
- 1.6.4.2 Submit monthly Treasurer's report monthly at the Board meeting.
- 1.6.4.3 Attest to the accuracy and completeness of all statements of financial position on behalf of the Funding Partners Board of Trustees.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.7

POLICY TITLE: *BOARD COMMITTEE PRINCIPLES*

- 1.7.1 The Board shall act as a committee of the whole but may use or rely upon standing committees for dissemination of information to be presented to and acted upon by the Board as a whole. For special purposes the Board may establish ad hoc committees as necessary.
- 1.7.2 Funding Partners has established four standing committees: Executive, Loan, Audit and Board Development. Others may be established at any time by consent of the Board.
- 1.7.3 Committees should be comprised of members that contribute a mix of expertise to promote a more robust exchange of ideas and diversity of opinion. Such expertise may include: banking and finance, housing development, project management, human services or representation of the population served by Funding Partners.
- 1.7.4 The Executive Committee is made up of the Board President, Vice President, Secretary, Treasurer, Immediate Past President and Executive Director. The committee is chaired by the Board President. Its purpose is to support the Board President in executing her/his duties and to advise the Board on matters related to policy and governance. To facilitate timely and sensitive response to operational matters, the Executive Committee may take formal action on behalf of the Board of Trustees though obligated to advise the Board of any such action at its next regularly scheduled meeting.
- 1.7.5 The Loan Committee is comprised of Board membership at large and may include non-Board members with particular expertise considered crucial to the purpose of the Committee. The Board Vice President shall chair the committee. The purpose of the committee is to identify, evaluate and recommend policies and procedures contained within the Loan Policies & Procedures Manual. Any and all recommended modifications to the Manual shall be referred to the Board prior to final adoption. In accordance with prevailing policy standards, Loan Committee will accept and review loan applications prepared and presented by Funding Partners Staff, issue credit determinations on behalf of Funding Partners, and refer credit decisions or other matters to the Board as dictated by policy. At minimum, loan applications shall be evaluated for financial and operational feasibility, risk characteristics and compatibility with the Funding Partners mission.
- 1.7.6 The Audit Committee is comprised of at least three Board members with particular expertise in finance, accounting and organizational management, though may not include the Board President. The committee chair shall be selected among its membership. The purpose of the committee shall be to identify, interview and recommend selection of an independent financial auditor

to the Board. In accordance with prevailing policy standards, Audit Committee will deliver financial statements to the auditor, review and analyze preliminary audit reports, provide feedback to the auditor, and refer a draft audit of financial statements to the Board for final consideration. The Board retains final authority to accept or reject the final audit report. Based upon acceptance of the final report, the committee will review and authorize issuance of IRS Form 990 and related schedules.

- 1.7.7 The Board Development Committee is comprised of Board membership at large and chaired by the Immediate Past President. The purpose of the committee shall be to identify, recruit and vet prospective Board members. In addition, the committee will conduct new member orientation, identify opportunities for expanding expertise and diversity of the Board, and provide support for succession of Board leadership.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.8

POLICY TITLE: *BOARD OPERATIONS*

- 1.8.1 The Board will operate in an open, consistent, and legal manner consistent with all policies detailed herein. Unless otherwise noted, the Board will adhere to these operational proceedings:
- 1.8.1.1 The Board will meet at a predetermined time on the first Wednesday of each month, normally in the Boardroom of the offices of Funding Partners located at 214 S. College Avenue, Second Floor. The Board, at its discretion, may elect to meet at another location within the State of Colorado provided advance written notice is provided at least 30 days prior to the meeting.
 - 1.8.1.2 Meeting discussion content will primarily derive from the Board planning cycle and other issues identified by the Executive Committee. As appropriate, the Loan and Audit committees may also refer matters directly to the Board without prior consent of the Executive Committee. All matters to be considered and/or decided by the Board within its meeting shall be limited to only those items within its authority and scope, as defined within its policy statements.
 - 1.8.1.3 Deliberation at meetings will be open and respectful of diverse opinion with sufficient opportunity to explore matters thoroughly without prolonged discussion. In respect for the volunteer nature of the Board, meetings shall be managed efficiently, on time, and conducted in a professional manner.
 - 1.8.1.4 An agenda containing a brief general description and supporting documentation of each item of business to be transacted or discussed at the meeting shall be made available to the Board Members at least three business days prior to the meeting. All compliance and reporting materials shall be similarly delivered to the extent practical.
 - 1.8.1.5 The Board will adhere to the intent and provisions of open meeting laws. The Board will give high priority to Funding Partners community and public participation, but reserve the right to enter executive session, take partial testimony, to limit debate, or to take whatever actions are necessary to offer a fair hearing to an individual within the time necessary to complete the published agenda.
 - 1.8.1.6 The agenda will be posted at the offices of Funding Partners located at 214 S. College Avenue, 2nd Floor in Fort Collins, Colorado for public review prior to the meeting.
 - 1.8.1.7 The agenda of each regular meeting of the Board of Trustees will include provision for members of the public to address the Board. Time for public

comments will be limited to a total of fifteen (15) minutes per topic, unless extended by a majority vote of the Board. Each individual who desires to address the Board will be limited to five minutes. If more than three individuals who desire to address the Board on the same topic, they may be asked to divide the available time to stay within allotted time.

- 1.8.1.8 Members of the public, including employees of the organization, may request that an item be included on the agenda for discussion or possible action at a future regular meeting of the Board in one of two ways: (1) In writing to the Board Secretary at least one week prior to the regular meeting; (2) In person during the public comment section of a regular meeting.
- 1.8.1.9 Special meetings may be called at any time by the Board President or by written request of four or more members eligible to vote. The Secretary shall advise all members at least twenty-four (24) hours in advance of the time of the meeting. Notice of such meeting, indicating time, place, and agenda of said meeting, shall be posted at the offices of Funding Partners, and delivered to Board members at least twenty-four (24) hours in advance of the time of the meeting.
- 1.8.1.10 Regular and special meetings may be adjourned to a different time and place by a majority vote of the trustees, and all business, which would have been proper at the meeting from which adjournment is taken, may be transacted.
- 1.8.1.11 The Board will consider proposals to amend its Governance Policy twice; first as a discussion item, second as a recommendation for approval. Upon acceptance by a majority of the Board, the policy document will be formally amended and incorporated as the prevailing policy statement.
- 1.8.1.12 Robert's Rules of Order, Revised shall be a reference guide for the conduct of Board meetings in matters not otherwise covered by statutes or Board policies. However, the Rules shall not be binding on the Board.
- 1.8.1.13 The Board, when it is found to be in the best interest of Funding Partners, may by a two-thirds (2/3) majority vote suspend its rules and take statutorily authorized action overriding previously adopted policy.
- 1.8.1.14 Each trustee serves as a volunteer; however, a trustee may be reimbursed for mileage at the current Federal mileage rate for attendance at annual, regular, adjourned, or special Board meetings. At the members election, this may include meetings at which the trustee is on official Board business or official functions to which trustees are invited by virtue of their membership on the Board provided that mileage exceeds 75 miles round trip from the point at which they would otherwise be located at that time.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.9

POLICY TITLE: *ANNUAL BOARD PLANNING CYCLE*

- 1.9.1 To accomplish its own expectations with a sufficient planning horizon, the Board will establish a five-year strategic plan to guide annual review and adoption of interim operational goals and financial budgets. Within the annual planning cycle, the strategic plan will be reviewed to consider any modifications, deletions or additions to reflect market conditions and other factors that may present significant barriers or opportunities in fulfillment of the Funding Partners mission.
- 1.9.2 The Board will establish its meeting calendar, confirm committee membership and task assignments, and identify policy statements it wishes to consider over the course of the year at its annual meeting.
- 1.9.3 The Board will consider annual operational goals within its annual retreat, with formal adoption concurrent with preliminary consideration of the financial budget for the upcoming calendar year.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.10 POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

1.10.1 The governing Board commits itself to the highest standards of ethical conduct while carrying out its duties and responsibilities

1.10.2 The governing Board shall:

1.10.2.1 Recognize that its primary duty is to represent the community, as defined under Policy 1.2, above.

1.10.2.2 Recognize that the strength and effectiveness of the Board is as a Board, not as a group of individuals.

1.10.2.3 Encourage active involvement of staff and community members in planning and policy development, and consider their views in deliberation and decision-making.

1.10.2.4 Take official actions only in public sessions, unless otherwise authorized by law.

1.10.2.5 Ensure an atmosphere in which controversial issues can be presented fairly and in which the dignity of each individual is maintained.

1.10.2.6 Delegate administrative authority to the Executive Director and confine Board action to planning, policy development, and other legal responsibilities.

1.10.3 Individual members of the governing Board shall:

1.10.3.1 Devote time, thought, and study to the duties and responsibilities of being a Board member. Such responsibilities include participation in educational conferences and workshops.

1.10.3.2 Work with fellow Board members in a spirit of harmony and cooperation, respecting differences that may arise during discussion of matters before the Board.

1.10.3.3 Maintain confidentiality of privileged information.

1.10.3.4 Recognize that individual members of the Board have no legal authority outside the meetings of the Board, and maintain relationships with the faculty and staff, the local citizens, and media representatives on the basis of this fact.

1.10.3.5 Base decisions upon all available facts in each situation and vote the trustee's honest conviction in every case.

- 1.10.3.6 Resist temptation and outside pressure to use the trustee position to benefit any individual or agency in a way not in the best interest of Funding Partners and avoid situations that could result in a business, professional, or personal conflict of interest as outlined in the Conflict of Interest Policy.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.11

POLICY TITLE: *BOARD EDUCATION*

- 1.11.1 The Board, as a team is committed to improving its function and excellence. Individual Board members are committed to improvement of their Board skills and knowledge.
- 1.11.2 Orientation to new members shall be provided.
- 1.11.3 Board and individual trustee education may include Board retreats, informational Board meetings, attendance at state and national conferences, and readings on trusteeship.

POLICY TYPE: GOVERNING PROCESS

POLICY 1.12

POLICY TITLE: *BOARD SELF-EVALUATION*

- 1.12.1 The Board is committed to continuing evaluation of its performance and progress. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.
- 1.12.2 Self-evaluations and goal-setting discussions will be held at least annually to identify areas of Board functioning that are working well and those that may need improvement.

POLICY TYPE: BOARD OF TRUSTEES MISSION AND GOAL STATEMENTS

POLICY 2.0 **POLICY TITLE: *STATEMENT OF PUBLIC PURPOSE***

- 2.0.1 Funding Partners is organized exclusively for charitable, educational, religious or scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code. Consistent and subject to that designation, the stated purpose of the organization is to foster the development and retention of housing affordable to low and moderate income individuals and families living in the State of Colorado.
- 2.0.2 The Board will establish policies, programs and business objectives that fulfill the statement public purpose as the primary function of the organization. In support of the primary function, policies, programs and business objectives will incorporate more comprehensive community and economic development strategies to promote financial health of Funding Partners while addressing emerging needs of low and moderate income individuals and families.

POLICY TYPE: BOARD OF TRUSTEES MISSION AND GOAL STATEMENTS

POLICY 2.1

POLICY TITLE: *ADAPTING TO CHANGE*

- 2.1.1 Funding Partners welcomes the challenges of addressing the needs of evolving markets and a dynamic housing environment. The organization demonstrates strong leadership within communities across the state to: identify unmet housing needs; leverage existing financial resources; and, innovate effective new products that respond to market needs.
- 2.1.2 Funding Partners recognizes interconnections between the provision and conditions of affordable housing and: economic vitality; public infrastructure; education; health and human services; and, proximity to community amenities.
- 2.1.3 The Board will continually monitor community and market conditions which influence fulfillment of the public purpose of the organization and seek opportunities to alleviate negative impacts to low and moderate income households.
 - 2.1.3.1 Funding Partners has developed programs and services to compliment its primary function, as evidenced by: Initiation of third-party loan services; creation and incubation of a housing development entity; creation of an employer-sponsored housing benefit program; and technical assistance consulting services.

POLICY TYPE: BOARD OF TRUSTEES MISSION AND GOAL STATEMENTS

POLICY 2.2

POLICY TITLE: *COLLABORATION AND PARTNERSHIPS*

Funding Partners recognizes the value of collaboration, actively seeking partnership opportunities that multiply beneficial effects and sustained enhancements to housing environment conditions. Through partnerships, FP will: address housing needs within distinct markets across the state; support local initiatives with financial resources and technical assistance; and, attract new sources of capital through the strength of combined effort and responsible business practices.

POLICY TYPE: BOARD OF TRUSTEES MISSION AND GOAL STATEMENTS

POLICY 2.3

POLICY TITLE: *STATEMENT OF ENDS*

- 2.3.1 To coordinate, enhance and leverage resources to preserve and increase affordable housing opportunities that are attainable for low to moderate income individuals and families, where unmet need occurs along each stage of the housing continuum.
- 2.3.2 To address specific needs within geographic markets which represent undue and negative influence to the provision of housing that is affordable and appropriate across the income spectrum.
- 2.3.3 The need for safe, decent housing options that are both affordable and appropriate for households of very low to moderate-income is a central focus of the organization.
 - 2.3.3.1 Assistance to rental housing projects is prioritized to target 60% AMI or lower, whereas ownership opportunities are prioritized for households at 80% AMI, or lower.
 - 2.3.3.2 Funding Partners continually seeks financial and technical resources to support creation and preservation of homeless shelter and transitional housing options.
 - 2.3.3.3 The H2O Model has been expanded to other programs
- 2.3.4 Funding Partners has entered into partnerships with other entities that optimize financial and technical resources available across the state or within distinct geographic markets.
 - 2.3.4.1 Working with all levels of Government, the organization seeks to facilitate streamlined processes, leverage public investment and elevate awareness of market conditions.
 - 2.3.4.2 The organization has engaged private-sector participation in delivering technical and financial resources to communities in support of local or regional housing initiatives.
 - 2.3.4.3 The organization provides financial products and technical resources to public, private and non-profit housing providers.
 - 2.3.4.4 The organization has engaged private-sector financial institutions to deliver complimentary loan products and financial services to our target market to greatly expand capital access within underserved markets.
 - 2.3.4.5 The organization has engaged philanthropic interests to address the mutual goal enhancing social conditions through the provision of safe, decent and attainable housing.

- 2.3.4.6 The organization has expanded the capacity of local communities to sustain and grow positive achievement through partnerships with advocacy, education and technical resource providers.
- 2.3.5 Funding Partners encourages input from end-users and partners that serve our target market to identify unmet need and refine products or services intended to meet those needs.
- 2.3.6 Funding Partners solicits partnerships with employers to leverage financial and technical resources that provide long-term benefits to their workforce, the local community and economic objectives of the employer.
- 2.3.7 Funding Partners is a catalyst and facilitator between other entities to preserve and increase the affordable housing opportunities that are attainable to low-income families and individuals.
- 2.3.8 Funding Partners has increased its capacity to deliver financial and technical resources across the state in a manner that can be duplicated in other markets under a sustainable economic model.
- 2.3.9 Capital resources have been expanded to meet the needs of the market under terms that promote desired impacts, according to the annual Goals & Measurements Statement.
- 2.3.10 Operating revenues, excluding charitable contributions, are sufficient to offset at least 65% of annual expenses of the organization.
- 2.3.11 Sponsor at least one public recognition or awareness event to create awareness of the organization and recognize strategic partners.
- 2.3.12 Establish a consistent and thorough public information program, which includes interactions with the media, investors, strategic partners, public officials and other constituencies.
- 2.3.13 Develop and present annual Goals and Measurements for Board consideration. Periodic reporting highlights achievements, while recognizing items in need of further consideration or refinement.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR RELATIONSHIP

POLICY 3.0

POLICY TITLE: *EXECUTIVE DIRECTOR ROLE*

- 3.0.1 The Executive Director, as the chief executive officer of the organization, is accountable to the Board acting as a body or through its Executive Committee. The Board will instruct the Executive Director through written policies and formal action taken within its meetings. The Executive Director will interpret and implement all applicable policy and action.
- 3.0.2 As the Board's official link to the organization, the Executive Director is responsible to ensure the organization's performance. Consequently, the Executive Director's job products can be stated as performance in the following areas:
- 3.0.2.1 Organizational accomplishments relative to stated policies and planning documents adopted by the Board of Trustees.
 - 3.0.2.2 Organizational operation within the boundaries of prudence and ethical conduct as established by the Board.
 - 3.0.2.3 Organizational operation within the boundaries and spirit of statutes, regulations and contractual obligations as established by law or instrument.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR RELATIONSHIP

POLICY 3.1 POLICY TITLE: *DELEGATION TO THE EXECUTIVE DIRECTOR*

- 3.1.1 All Board authority delegated to staff is delegated through the Executive Director so that all authority and accountability of staff--as far as the Board is concerned--is considered to be the authority and accountability of the Executive Director.
- 3.1.2 The Board will provide the Executive Director with specific expectations and limitations through the establishment of policy and planning documents.
- 3.1.3 The Executive Director will rely upon his/her own reasonable interpretation of policy and planning documents to implement the goals and objectives of the Board. Under this authority, the Executive Director will take action, delegate functions and establish operational procedures, internal systems and other tools to perform accordingly. Staff shall be provided an opportunity to participate in the development of procedures and processes that have a significant effect on them.
- 3.1.4 The Board and its members will exercise respect for the Executive Director and the authority delegated to that position, though retains all rights to obtain reports and documentation to evaluate compliance and/or effectiveness of any actions taken by the Executive Director under his/her authority.
- 3.1.5 Decisions or instructions of individual Trustees are not binding upon the Executive Director unless such authority has been specifically designated by the Board through formal action.
- 3.1.5 Decisions or instructions of the Board or its committees are binding upon the Executive Director to the extent such authority has been conferred to the committee by formal action of the Board.
- 3.1.6 The Board reserves the authority to change any and all policy statements that shifts the boundary between the Board and Executive Director domains.
- 3.1.7 Authorization to Act in Emergency

The Executive Director shall have the power to act in cases where emergency action must be taken and the Board has not provided sufficient guidelines for administrative action. The Board shall review the Executive Director's decision at the next regular Board meeting. The Executive Director shall keep the Board president informed of any action taken under this policy. The Board president shall use his/her discretion in informing other Board members before the next regular Board meeting.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR RELATIONSHIP

POLICY 3.2

POLICY TITLE: *MONITORING EXECUTIVE PERFORMANCE*

- 3.2.1 Monitoring executive performance is synonymous with monitoring organizational performance against Board policies and planning documents. Evaluation of Executive Director performance, either formal or informal, shall be made in relation to the job description and monitoring data described within Board policy statements and planning documents.
- 3.2.2 The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Extraneous information may be considered, though not considered to be a formal component of the monitoring process. Monitoring will be as routine as possible, using a minimum of Board time so that meetings can be used to create the future rather than review the past.
- 3.2.3 A given policy may be monitored in one or more of three ways:
- 3.2.3.1 Internal report: Disclosure of compliance information to the Board from the Executive Director.
 - 3.2.3.2 External report: Disclosure of compliance information by a disinterested, external auditor, inspector or group who is selected by and reports directly to the Board. Such reports must assess executive performance only against Board policies, unless that Board has previously indicated that the external party's opinion to be the standard (*e.g., legal and audit*).
 - 3.2.3.3 Direct inspection: Discovery of compliance information by a Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that allows a "prudent person" test of policy compliance.
- 3.2.4 The Executive Director must produce information and data for the Board to demonstrate adherence to criteria contained in policy to a prudent person.
- 3.2.5 Upon the option of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each Board of Trustees Policy Statement and Boundaries policy will be classified by the Board according to frequency and method.
- 3.2.6 No later than the final approval of the next year's fiscal budget, the Board will conduct a formal evaluation of the Executive Director. This evaluation will consider only the monitoring data as defined herein, as it has appeared over the intervening year.

POLICY TYPE: BOARD-EXECUTIVE DIRECTOR RELATIONSHIP

POLICY 3.3

POLICY TITLE: *EXECUTIVE DIRECTOR JOB DESCRIPTION*

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- 3.3.1 The Executive Director serves as the executive officer of the Board and chief administrator of all policies and planning documents adopted by the Board.
- 3.3.2 The Executive Director is charged with enforcing rules and regulations adopted by the Board while maintaining strict compliance with all contractual obligations of the organization, including statutes, regulations and rule of law under which the organization is bound.
- 3.3.3 The Executive Director shall be responsible only to the Board and shall have administrative and supervisory authority over all other employees of Funding Partners.
- 3.3.4 The Board shall formulate the programmatic policies of the Funding Partners within the provisions of federal, state and local law and shall then delegate to the Executive Director the responsibility for administering said policies, requiring such reports as are deemed necessary to determine both the wisdom of the policies and the manner of their execution. Quarterly, or more frequent as appropriate, the Executive Director will submit a report on any deviations of policies set forth. A written procedure developed by the Board shall serve as the basis for an annual Board evaluation of the Executive Director.
- 3.3.5 Specific duties and authority assigned to the Executive Director by the Board shall include, but shall not be restricted to, the following:
- 3.3.5.1 Represent the Board in its relationships with the citizens and various social, civic, educational, and governmental agencies within the Community and, when appropriate, speak for the Board.
 - 3.3.5.2 Direct preparation of Board meeting agendas and minutes.
 - 3.3.5.3 Enter into contracts for and on behalf of Funding Partners.
 - 3.3.5.4 Direct the total affordable housing program of Funding Partners. Recommend changes that have been developed through Funding Partners policies and procedures.
 - 3.3.5.5 Coordinate the development and submission of budget proposals to the Board. Supervise the administration of Funding Partners financial affairs.
 - 3.3.5.6 Define and designate duties and assignments and hire or terminate all employees of Funding Partners within the budget constraints established by the Board.
 - 3.3.5.7 Implement an evaluation plan that assures job performance of each

employee.

- 3.3.5.8 Coordinate the development and oversee the implementation of all Funding Partners policies and administrative procedures. Make recommendations for changes in organizational structure and management of the Funding Partners.
- 3.3.5.9 The Executive Director may bring to the Board any issue that she/he doesn't feel confident on acting alone without Board expertise or input.
- 3.3.5.10 Direct the development and submission of all reports required by grant-makers, local, county, state and federal agencies.
- 3.3.5.11 Represent and interpret Funding Partners to the affordable housing community through community contacts, membership in community organizations and support of public information activities.
- 3.3.5.12 Keep the Board apprised of pending legislative changes affecting Funding Partners.
- 3.3.5.13 Represent Funding Partners and its constituency by serving on local, regional and state committees and Boards and by participating in conferences to facilitate the development and understanding of affordable housing policies.
- 3.3.5.14 Inform the Board orally and in writing regarding the progress of all aspects of Funding Partners.
- 3.3.5.15 Direct strategic and operational long-range planning for Funding Partners.
- 3.3.5.16 Promote good health and safety practices to ensure that employees work under conditions that protect their health and safety. Urge full and continuous staff support of energy conservation efforts.
- 3.3.5.17 Develop and submit a monthly, quarterly and an annual report to the Board.
- 3.3.5.18 Supervise and evaluate all employees of Funding Partners.
- 3.3.5.19 Perform other duties as assigned.
- 3.3.5.20 Serve as designated officer for all subsidiaries, partnerships or joint ventures of Funding Partners, unless otherwise designated by the Board.

POLICY TYPE: EXECUTIVE BOUNDARIES

POLICY 4.0

POLICY TITLE: *GENERAL EXECUTIVE BOUNDARIES*

- 4.0.1 The intent of the Board in establishing these policies is to create an atmosphere that stimulates vision and in which staff is encouraged to be creative. The Board desires staff to have the broadest use of their creativity and flexibility to move forward.
- 4.0.2 The Executive Director shall act at all times in an exemplary and visionary manner consistent with the responsibilities and expectations vested in that position. The Executive Director shall act in a manner consistent with Board policies and with those practices, activities, decisions, and organizational circumstances that are legal, prudent, and ethical.
- 4.0.3 Accordingly, the Executive Director must:
 - 4.0.3.1 Comply with all relevant sections of any agreements with investors or grant-makers and local, county, state or federal regulations.
 - 4.0.3.2 Treat staff or persons from the community in a humane, fair and dignified manner.
 - 4.0.3.3 Make decisions under an open process in which established policy is maintained.
 - 4.0.3.4 Maintain financial conditions to minimize risk of fiscal jeopardy or compromise Board of Trustees Mission and Goal Statements priorities.
 - 4.0.3.5 Provide information to the community, Board, or constituencies which is timely, accurate, and transparent.
 - 4.0.3.6 Maintain a positive public image of Funding Partners.
 - 4.0.3.7 Promote an environment free of conflicts of interest in the execution of purchases, awarding of contracts and employment decisions.
 - 4.0.3.8 Prevent situations in which day-to-day operations impede the vision or prevent the achievement of the Board of Trustees Mission and Goal Statements of Funding Partners.
 - 4.0.3.9 Maintain adequate administrative policies for matters involving administrative and business services, human resources, and accounting.
 - 4.0.3.10 Take prompt and appropriate action when the Executive Director becomes aware of any violation of any laws, rules, or regulations, or breach of Board policy.

POLICY TYPE: EXECUTIVE BOUNDARIES

POLICY 4.1

POLICY TITLE: *TREATMENT OF STAFF*

- 4.1.1 With respect to treatment of staff, the Executive Director will ensure a fair, dignified, and safe work place.
- 4.1.2 Accordingly, the Executive Director must:
- 4.1.2.1 Operate with written personnel procedures that clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and preferential treatment for personal reasons.
 - 4.1.2.2 Prevent retaliation against any staff member for expressing an ethical dissent.
 - 4.1.2.3 Facilitate staff grieving to the Board when internal grievance procedures have been exhausted.
 - 4.1.2.4 Involve the Board, at an appropriate level, in the development of personnel policy.
 - 4.1.2.5 Establish and follow employment procedures that meet requirements of laws and regulations related to:
 - 4.1.2.5.1 Illegal discrimination
 - 4.1.2.5.2 Affirmative Action
 - 4.1.2.5.3 Equal Employment
 - 4.1.2.5.4 Sexual Harassment prevention
 - 4.1.2.5.5 Americans with Disabilities Act
 - 4.1.2.5.6 Drug-Free Workplace
 - 4.1.2.5.7 Occupational Health and Safety
 - 4.1.2.5.8 Family, Military and Domestic Violence Leave
 - 4.1.2.6 Complete a written staff performance review for all employees of the company in accordance with established personnel policy.
 - 4.1.2.6.1 Reviews must be presented in person with adequate opportunity for employee feedback.
 - 4.1.2.6.2 Reviews must be completed at least once per year, or more frequently as dictated by circumstances of unsatisfactory performance, disciplinary action, training, justification for promotion, or reassignment of duties.
- 4.1.3 Acquaint staff with their rights under this policy.

POLICY TYPE: EXECUTIVE BOUNDARIES

POLICY 4.2

POLICY TITLE: *COMPENSATION AND BENEFITS*

4.2.1 With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director will insure fiscal integrity.

4.2.2 Accordingly, the Executive Director may not:

4.2.2.1 Change the Executive Director's own compensation and benefits.

4.2.2.2 Promise or imply permanent or guaranteed employment in violation of applicable law.

POLICY TYPE: EXECUTIVE BOUNDARIES

POLICY 4.3

POLICY TITLE: *FINANCIAL PLANNING AND BUDGETING*

- 4.3.1 Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the budget adopted by the Board without prior consent of the Board. All planning must reflect established priorities of the Board and shall not put the organization in financial peril or in violation of contractual obligations.
- 4.3.2 Accordingly, the Executive Director may not cause or allow financial planning that:
 - 4.3.2.1 Contains inadequate information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
 - 4.3.2.2 Expend funds in excess of 5% of the aggregate annual budget in a fiscal year without prior authorization from the Board.
 - 4.3.2.3 Creates obligations at a level or length which exceeds demonstrated financial capacity of the organization.
- 4.3.3 All financial plans and budgets must be adopted by the Board through a formal process. Only one budget may be utilized or referenced during a fiscal year, where any modifications or adjustments supersede any prior versions.

POLICY TYPE: EXECUTIVE BOUNDARIES

POLICY 4.4

POLICY TITLE: *ASSET PROTECTION*

4.4.1 The Executive Director will insure that assets are protected and adequately maintained.

4.4.2 Accordingly, the Executive Director must:

- 4.4.2.1 Insure organizational assets or those entrusted to the organization against theft and casualty losses in amounts consistent with a reasonable estimate of partial or full replacement value. Coverage limits should be consistent with reasonable business practice.
- 4.4.2.2 Maintain and operate office and equipment with reasonable care.
- 4.4.2.3 Limit exposure of the organization, its Board, or staff to claims of liability.
- 4.4.2.4 Execute purchases and contractual negotiations with prudent protection against any conflicts of interest and consistent with legal guidelines.
- 4.4.2.5 Adequately secure and protect property, equipment, information, and files from loss or significant damage.
- 4.4.2.6 Receive, process, or disburse funds under controls that are sufficient to meet the independent auditor standards and compliant with contractual obligation.
- 4.4.2.7 Protect Funding Partners' trademarks, copyrights, and intellectual property interests.

POLICY TYPE: EXECUTIVE BOUNDARIES

POLICY 4.5

POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITY*

- 4.5.1 With respect to the actual, ongoing condition of the financial health of Funding Partners, the Executive Director will follow Board priorities established within the annual Board planning documents and adopted policies.
- 4.5.2 Accordingly, the Executive Director must:
- 4.5.2.1 Settle payroll and debts in a timely manner.
 - 4.5.2.2 Process and deliver tax payments, contractual obligations, accounts payable and other exactions, or filings in a timely and accurate manner.
 - 4.5.2.3 Aggressively pursue receivables after a reasonable grace period and follow procedures as outlined in applicable policy and procedure documents.
- 4.5.3 Only the Board, through its Audit Committee, may authorize the selection, engagement or dismissal of an independent financial auditor. The acceptance or rejection of such report, and any requests for further consideration of the auditor, shall also remain the sole authority of the Board through its Audit Committee.

POLICY TYPE: EXECUTIVE BOUNDARIES

POLICY 4.6 POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE BOARD*

- 4.6.1 With respect to providing information and support to the Board, the Executive Director will ensure that the Board is adequately informed in a timely manner.
- 4.6.2 Accordingly, the Executive Director must:
- 4.6.2.1 Submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of the Board policies being monitored.
 - 4.6.2.2 Advise the Board be of relevant trends, actual or anticipated legal action, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
 - 4.6.2.3 Advise the Board if, in the Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Executive Director.
 - 4.6.2.4 Assemble for the Board as many staff and external points of view, issues, and options as needed for fully informed Board choices.
 - 4.6.2.5 Present information in a clear and concise form to differentiate among information of four types: monitoring, Board decision preparation, Board education, and general information.
 - 4.6.2.6 Provide a mechanism for official Board, officer, or committee two-way communications.
 - 4.6.2.7 Deal with the Board as a whole except when (a) fulfilling individual request for information or (b) responding to officers or committees duly charged by the Board.
 - 4.6.2.8 Report an actual or anticipated noncompliance with any policy of the Board.
 - 4.6.2.9 Supply for all routine items delegated to the Executive Director which are required by law or contract to be Board-approved, along with relevant monitoring assurance.

TYPE: EXECUTIVE DIRECTOR-STAFF RELATIONSHIP

POLICY 5.0

POLICY TITLE: *STAFF MEMBERS ROLE*

5.0.1 The Staff of Funding Partners is accountable to the Executive Director. The Executive Director will instruct staff through written policies and procedures and job descriptions, delegating to him or her interpretation and implementation of those policies and procedures and job duties.

POLICY TYPE: EXECUTIVE DIRECTOR-STAFF RELATIONSHIP

POLICY 5.1

POLICY TITLE: *DELEGATION TO STAFF*

- 5.1.1 All Board authority delegated to staff is delegated through the Executive Director.
- 5.1.2 The Executive Director will direct staff to achieve specified results for specified recipients at a specified worth through the establishment of the job specific policies and procedures. The Executive Director will limit the latitude staff may exercise or allow in practices, methods, conduct and other "means" to the job specific policies and procedures through establishment of the Staff Boundaries.
- 5.1.3 As long as the Executive Director uses any reasonable interpretation of the Board of Trustees policy statements, planning documents and Executive Boundaries policies contained herein, the Executive Director is authorized to establish, determine, or delegate all further procedures, all decisions, all actions, all practices and all activities. Staff shall be provided an opportunity to participate in the development of procedures and processes that have a significant effect on them.
- 5.1.4 The Executive Director may change the job specific policies and procedures and Boundaries policies, thereby shifting the boundary between staff and Executive Director domains. By doing so, the Executive Director changes the latitude of choice given to each staff member. This does not prevent the Executive Director from obtaining information in the delegated areas.
- 5.1.5 All decisions of the Executive Director are binding upon staff.
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POLICY TYPE: EXECUTIVE DIRECTOR-STAFF RELATIONSHIP

POLICY 5.2

POLICY TITLE: *MONITORING STAFF PERFORMANCE*

- 5.2.1 Monitoring staff performance is simply monitoring performance against established job specific policies and procedures, Staff Boundaries and staff job descriptions. Any evaluation of staff's performance, formal or informal, may be derived only from these monitoring data.
- 5.2.2 The purpose of monitoring is simply to determine the degree to which organizational policies and procedures are being fulfilled. Extraneous information may be considered, though not considered to be a formal component of the monitoring process. Monitoring will be as routine as possible, using a minimum of Director and Staff time to facilitate greater efficiency with a focus on training and capacity-building.
- 5.2.3 A given policy may be monitored in one or more of three ways:
- 5.2.3.1 Internal report: Disclosure of compliance information to the Executive Director.
 - 5.2.3.2 External report: Disclosure of compliance information by a disinterested, external auditor, inspector or group who is selected by and reports directly to the Board. Such reports must assess executive and staff performance only against Board policies and staff specific job policies and procedures.
 - 5.2.3.3 Direct inspection: Discovery of compliance information by the Executive Director. This is the Executive Director's of documents, activities or circumstances directed by policies and procedures that allows a "prudent person" test of policy compliance.
- 5.2.4 At least once per year, and prior to the annual performance review of the Executive Director, the Executive Director will conduct a formal evaluation of each staff member. This evaluation will consider only the monitoring data as defined here, as it has appeared over the intervening year.

5.2.5 The job description of the each staff member includes:

5.2.5.1 Quality Service

- 5.2.5.1.1 Listens carefully and responds to customer requests and problems.
- 5.2.5.1.2 Delivers friendly, courteous service to internal and external customers.
- 5.2.5.1.3 Demonstrates a commitment to increasing customer satisfaction.
- 5.2.5.1.4 Looks for and makes continuous improvements.
- 5.2.5.1.5 Performs with accuracy, thoroughness and effectiveness.

5.2.5.2 Respect and Community

- 5.2.5.2.1 Establishes and maintains respectful and cooperative working relationships.
- 5.2.5.2.2 Demonstrates respect for individuals in all forms of communication.
- 5.2.5.2.3 Supports unit and FP goals and priorities.
- 5.2.5.2.4 Demonstrates respect for a positive, diverse work environment and community.
- 5.2.5.2.5 Handles interpersonal conflicts.

5.2.5.3 Learning and Development

- 5.2.5.3.1 Constructively uses feedback from multiple sources.
- 5.2.5.3.2 Seeks new challenges and increased responsibility.
- 5.2.5.3.3 Demonstrates willingness to try new approaches.
- 5.2.5.3.4 Seeks and participates in learning and development activities.

5.2.5.4 Focus on Results

- 5.2.5.4.1 Sets goals in alignment with unit and FP's priorities.
- 5.2.5.4.2 Organizes work to achieve goals.
- 5.2.5.4.3 Identifies and solves problems.
- 5.2.5.4.4 Achieves targeted results.
- 5.2.5.4.5 Accomplishes a fair and agreed-upon workload.
- 5.2.5.4.6 Accepts responsibility for own actions.

5.2.5.5 Job Knowledge

- 5.2.5.5.1 Understands job requirements and responsibilities.
- 5.2.5.5.2 Demonstrates ability to perform necessary tasks and procedures.
- 5.2.5.5.3 Keeps informed on up-to-date job methods, skills, and techniques

5.2.5.6 Specific Duties

- 5.2.5.6.1 Authority and specific job duties assigned to each staff member by the Executive Director shall be outlined in the individual staff member's job description and job specific policy and procedure manuals

POLICY TYPE: STAFF EXPECTATIONS

POLICY 6.0

POLICY TITLE: *GENERAL STAFF EXPECTATIONS*

- 6.0.1 The intent of the Board in establishing these policies is to create an environment that allows staff to function at its highest level to accomplish the mission of the organization and make its workplace a rewarding experience for its staff. Creative ideas to improve the service to our marketplace and increase the efficiency of the staff are highly encouraged.
- 6.0.2 The staff shall act at all times in an honorable manner to fulfill the commitments inherent in their position's responsibilities and expectations. The staff shall act in a manner consistent with Board policies and with those practices, activities, decisions, and organizational circumstances that are legal, prudent, and ethical.
- 6.0.3 Accordingly, the expectations of the Staff shall be to:
- 6.0.3.1 Follow all relevant sections of any agreements with investors or grant-makers and local, county, state or federal regulations.
 - 6.0.3.2 Treat other staff or persons from the community-with respect while listening carefully to understand others' concerns and take actions to address such concerns where prudent.
 - 6.0.3.3 Make decisions by a process in which openness and within policy boundaries are maintained.
 - 6.0.3.4 Protect against financial conditions that risk fiscal jeopardy or compromise Board of Trustees policy statements or planning documents.
 - 6.0.3.5 Provide timely information to the community, Executive Director, Board or constituencies that fairly represents the facts to the best of their ability to allow the recipient to make the best assessments possible.
 - 6.0.3.6 Protect the public image of Funding Partners.
 - 6.0.3.7 Disclose any conflict of interest in awarding purchases or other contracts or hiring of employees so that only unrelated parties make such decisions.
 - 6.0.3.8 Understand the expectations of their position and ask for clarity and/or training to produce high quality work.
 - 6.0.3.9 Address breakdowns by first looking at and adjusting the system that contributed to the breakdown.
 - 6.0.3.10 Maintain and improve relationships with others who help support the mission of the organization.

6.0.3.11 Take responsibility to share their concerns openly and to listen to others' concerns to encourage an open environment.

POLICY TYPE: STAFF BOUNDARIES

POLICY 6.1

POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE EXECUTIVE DIRECTOR*

- 6.1.1 With respect to providing information and support to the Executive Director, staff will ensure that the Executive Director is adequately informed in a timely manner.
- 6.1.2 Accordingly, staff must:
 - 6.1.2.1 Submit monitoring data required by the Board or the Executive Director in a timely, accurate, and understandable fashion, directly addressing provisions of the job specific policies and procedures being monitored.
 - 6.1.2.2 Advise the Executive Director of relevant trends, actual or anticipated legal action, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
 - 6.1.2.3 Advise the Executive Director if, in staff's opinion, Funding Partners is not in compliance with policy statements or planning documents, particularly in the case of behavior that is detrimental to the work relationship between the Board and the Executive Director.
 - 6.1.2.4 Assist the Executive Director assemble external points of view, identify issues and assess options as necessary to facilitate a comprehensive decision-making process.
 - 6.1.2.5 Present information in a clear, concise manner which promotes accuracy, transparency and completeness.
 - 6.1.2.6 Support established communication mechanisms.
 - 6.1.2.7 Report to the Executive Director an actual or anticipated event or condition of noncompliance with any policy of Funding Partners.

POLICY TYPE: STAFF BOUNDARIES

POLICY 6.2

**POLICY TITLE: *COMPENSATION AND
BENEFITS***

6.2.1 With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director will insure fiscal integrity.

6.2.2 Accordingly, the staff may expect that:

6.2.2.1 Compensation and benefits shall be determined annually in conjunction with the budget process, where a discretionary line item may be included to allow for intra-year compensation adjustments authorized by the Executive Director without further consideration by the Board. All budget items must be approved in accordance with stated policy. The Board retains sole authority to adjust compensation and benefit levels for the position of Executive Director.

[end]