

# Creating a Cohesive Conservation District MACD Convention 2023

The Conservation District Bureau  
Montana Association of Conversation Districts  
Sage 4 Success Nonprofit Consulting, LLC

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# MACD BOARD GOVERNANCE CALENDAR

Fiscal Year Jan. 1 through Dec. 31

*Last updated: October 19, 2023*

This calendar contains key dates and action for:

- **Full Board**
- **Finance Committee**
- **Executive Committee**
- **Governance Committee**
- **Resolutions and Policy Committee**
- **Legislative and Advocacy Committee**
- **All**

<p><b>January Board Meeting</b></p>	<p><b>New Fiscal Year:</b> Implementation of annual budget and annual plan.</p> <p><b>Board Meeting:</b> Agenda items are as needed. -The <b>Finance Committee</b> presents: YE/Q-4 Income Statement vs Budget and Balance Sheet for board review and approval. -Executive Director presents YE/Q-4 Operational Plan Report.</p> <p><b>Executive Session (board members only. No members or partners)</b> The <b>Executive Committee</b> presents the ED evaluation results/feedback to the board for discussion and feedback during an Executive Session.</p> <p><b>Key Committee Tasks for this month:</b> <i>Before the board meeting the Finance Committee:</i> The Finance Committee meets the first week of January to review and prepare YE/Q-4 financial statements for board review and approval at the January Board Meeting. <i>Before the board meeting the Executive Committee:</i> Organize all executive director documents, make copies, and readies to lead board discussion. <i>After the board meeting the Executive Committee:</i> Two board authorized officers meet with ED to discuss evaluation feedback. <i>Legislative Committee:</i> Determine when the Legislative Meet and Greet should be during the next legislative session (one year ahead of time) so MACD staff can book it. (If it's a legislative year - host January Meet and Greet.) <i>Resolutions Committee:</i> Discuss strategy for February NACD Meeting (if a resolution has been submitted to NACD). <i>Governance Committee:</i> Begin planning for Spring Board Meeting</p>
<p><b>February Board Meeting</b></p>	<p><b>Board Meeting:</b> Agenda items are as needed.</p> <p><b>Key Committee Tasks for this month:</b> <i>Finance Committee:</i> Reviews January monthly financial statements per MACD policy. <i>All Committees:</i> Develop annual plan for reviewing policies, every two years. (HR = Executive. Financial and Fundraising = Finance. All other = Governance) and bylaw review every three years.</p>
<p><b>March Board Meeting</b></p>	<p><b>Board Meeting:</b> Agenda items are as needed.</p> <p><b>Key Committee Tasks for this month:</b> <i>Finance Committee:</i></p> <ul style="list-style-type: none"> <li>● Reviews February monthly financial statements per MACD policy.</li> <li>● Reviews completed 990 and readies for presentation to board in April.</li> <li>● Checks to make sure filing of MT Annual Report by Operations Manager (or ED).</li> </ul>

<p><b>April Board Meeting</b></p>	<p><b>Board Meeting:</b>          Agenda items are as needed.          -The <b>Finance Committee</b></p> <ul style="list-style-type: none"> <li>• Presents 990 (Due May 15<sup>th</sup>) to the board for review and approval.</li> <li>• Presents Q-1 Income Statement vs Budget and Balance Sheet for board review and approval.</li> </ul> <p>-Executive Director presents Q-1 Operational Plan Report.</p> <p><b>Key Committee Tasks for this month:</b>  <b>Finance Committee:</b></p> <ul style="list-style-type: none"> <li>• The Finance Committee meets the first half of April (as soon as March financial statements are available) to review and prepare Q-1 financial statements for board review and approval at the April Board Meeting.</li> <li>• Reviews 990 and prepares a presentation of 990 at the April Board Meeting. Due May 15<sup>th</sup>.</li> </ul> <p><b>Resolutions Committee:</b> First call to membership to begin work on Resolutions.  <b>Governance Committee:</b> Finalize agenda for Spring Board meeting</p>
<p><b>May Board Meeting</b></p>	<p><b>Board Meeting:</b>          Agenda items are as needed.          -The <b>Finance Committee:</b> Reports filing of Montana Annual Corporate Report (Due April 15) and filing of Federal 990 was filed by May 15<sup>th</sup></p> <p><b>Key Committee Tasks for this month:</b>  <b>Finance Committee:</b> Reviews April monthly financial statements per MACD policy.</p>
<p><b>June/Spring Board &amp; Planning Meeting</b></p>	<p><b>Spring Board Meeting – In Person</b></p> <ul style="list-style-type: none"> <li>- Strategic/Operational Planning Workshop.</li> <li>- Board Self-Evaluation.</li> <li>- Identify the number of board seats available for election in fall.</li> <li>- Partner report opportunities with a larger group of key CD partners.</li> <li>- Annual MACD partners evening barbecue</li> </ul> <p><b>Board Meeting:</b>          Agenda items are as needed.</p> <p><b>Key Committee Tasks for this month:</b>  <b>Executive Committee:</b> Executive Director mid-term review (typically in-person at Spring Board)  <b>Governance Committee</b> - if needed, committee reviews and makes recommendations for bylaw modifications that require membership approval during the Spring Board Meeting.  <b>Finance Committee:</b> Reviews May monthly financial statements per MACD policy.  <b>Resolutions Committee:</b> Call to membership to begin work on Resolutions.</p>
<p><b>July Board Meeting</b></p>	<p><b>Board Meeting:</b>          -The <b>Finance Committee</b> presents Q-2 Income Statement vs Budget and Balance Sheet for board review and approval.          -Executive Director presents Q-2 Operational Plan Report (if not completed at Spring Board).          -Report out (confirmation) from the Executive Committee that they have conducted ED mid-term review, with an executive session if needed.          Agenda items are as needed.</p> <p><b>Key Committee Tasks for this month:</b>  <b>Before the board meeting the Finance Committee:</b> The Finance Committee meets the first week of July to review and prepare Q-2 financial statements for board review and approval at the July Board Meeting.  <b>Governance Committee</b></p> <ul style="list-style-type: none"> <li>• Contact board members whose terms are expiring and talk with them about running for office again.</li> <li>• Works with Areas to make sure that information about MACD board membership (send out MACD Board Pack to all Supervisor) is distributed and discussed with board candidates.</li> <li>• Works with Areas to help them secure candidates for election.</li> <li>• Schedules MACD prospective board member informational meetings.</li> </ul> <p><b>Resolutions Committee:</b> Works with membership on Resolutions Development and reminds every one of the August 15<sup>th</sup> deadline for submission (or call ED for extension).</p>

<p><b>August Board Meeting</b></p>	<p><b>Board Meeting:</b> Agenda items are as needed.</p> <p><b>Key Committee Tasks for this month:</b>  <b>Finance Committee:</b> Reviews July monthly financial statements per MACD policy.  <b>Resolutions Committee:</b></p> <ul style="list-style-type: none"> <li>Continues process of sorting, editing and reviewing resolutions for membership consideration.</li> <li>Resolutions due by August 15th (consideration of resolutions through Sept. 1 if necessary to accommodate district meetings where resolutions are approved)</li> </ul> <p><b>Governance Committee:</b></p> <ul style="list-style-type: none"> <li>Continues to work with Areas on candidate identification and selection.</li> <li>Conducts informational Zoom meetings for interested supervisors.</li> </ul>
<p><b>September Board Meeting</b></p>	<p><b>New Board Members Are Elected at Area Meetings in September and October.</b></p> <p><b>Board Meeting:</b> -Determine and begin booking process venue for <i>next year's</i> Convention (this needs to be done a year+ ahead of time) Agenda items are as needed.</p> <p><b>Key Committee Tasks for this month:</b>  <b>Finance Committee:</b> Reviews August monthly financial statements per MACD policy.  <b>Resolutions Committee:</b> Continues process of sorting, editing and reviewing resolutions for membership consideration.  <b>Governance Committee:</b></p> <ul style="list-style-type: none"> <li>Schedules new board member orientation (can be done virtually before November Board Meeting).</li> <li>Contacts newly elected board members and answers questions about board engagement.</li> <li>Informs new board members of when board orientation is scheduled and expectation that they attend.</li> </ul>
<p><b>October Board Meeting</b></p>	<p><b>Board Meeting:</b> Agenda items are as needed. -The <b>Finance Committee</b> presents Q-3 Income Statement vs Budget and Balance Sheet for board review and approval. -Executive Director presents Q-3 Operational Plan Report. -Final Approval of MACD Convention Agenda (if not previously approved).</p> <p><b>Key Committee Tasks for this month:</b>  <b>Finance Committee:</b></p> <ul style="list-style-type: none"> <li>The Finance Committee meets the first week of October to review and prepare Q-3 financial statements for board review and approval at the October Board Meeting.</li> <li>Reviews drafts of the annual budget and operational and fundraising plans for input and suggestions. <ul style="list-style-type: none"> <li>Include: recommendations for staff compensation changes and travel budget for sending NACD reps to NACD Annual Meeting in February.</li> <li>Prepares a <i>Summary Draft Budget</i> for presentation to membership.</li> </ul> </li> </ul> <p><b>Governance Committee:</b></p> <ul style="list-style-type: none"> <li>Contacts newly elected board members and answers questions about board engagement.</li> <li>Informs new board members of when board orientation is scheduled and expectation that they attend.</li> <li>Finalizes officer and committee slates of candidates for Annual Meeting.</li> <li>Organizes and arranges officer succession/transition support.</li> <li>Conducts New Board Member Orientation.</li> <li>Check in with the Board on any suggested bylaw modifications.</li> </ul> <p><b>Resolutions Committee:</b> Continues process of sorting, editing and reviewing resolutions for membership consideration.</p>
<p><b>November Board Meeting</b></p>	<p><b>START OF NEW BOARD MEMBER, OFFICER AND COMMITTEE TERMS.</b></p> <p><b>Annual MACD Convention</b> Present a summary draft budget to membership for review.</p> <p><b>First Board Meeting at the Convention</b> <b>Start of new board members terms.</b> Optional board meeting for outgoing board members (nonvoting at this time).</p>

	<p>Work Session for Operation Outreach.</p> <p>The <b>Governance Committee</b> presents the following to the board for approval:</p> <ul style="list-style-type: none"> <li>● Slate of officers and NACD Delegate and Alternate</li> <li>● Standing committee chairs and members</li> </ul> <p>Agenda items are as needed.</p> <p><b><u>Second Board Meeting at Convention</u></b></p> <p>-Board Members (new and continuing)</p> <p>-New Officers begin their terms.</p> <p>-The <b>Executive Committee</b> presents the following to the board for discussion and signatures:</p> <ul style="list-style-type: none"> <li>● Signing of Confidentiality and Conflict of Interest Agreements</li> <li>● Review Whistleblower Policy (no signature needed).</li> <li>● Schedule board and planning meeting for the year</li> </ul> <p>-The <b>Finance Committee</b> presents: Presents the annual budget and annual operational plan for board review and approval.</p> <p>-Final determination on who will attend and travel plans to NACD.</p> <p><b><u>Key Committee Tasks for this month:</u></b></p> <p><b><i>Before the board meeting the Finance Committee:</i></b></p> <ul style="list-style-type: none"> <li>● Works with the ED to finalize the annual budget and operational and fundraising plans. Readies for presentation to the board in November.</li> <li>● Reviews October monthly financial statements per MACD policy.</li> </ul> <p><b><i>Resolutions Committee:</i></b></p> <ul style="list-style-type: none"> <li>● Before the Convention, organize sub-committee meetings for member discussion and input on resolutions.</li> <li>● Organize and facilitate membership vote on resolutions.</li> <li>● After the Convention, help to organize resolutions into a tracking system.</li> </ul> <p><b><i>Executive Committee:</i></b> ED Evaluation process begins.</p> <p><b><i>After the board meeting the Governance Committee:</i></b> Coordinates Officer Succession/Transition Support.</p>
<p><b>December Board Meeting</b></p>	<p><b>Board Meeting:</b></p> <p>Agenda items are as needed.</p> <p><b><u>Key Committee Tasks for this month:</u></b></p> <p><b><i>Before the board meeting the Finance Committee:</i></b> Reviews November monthly financial statements per MACD policy.</p> <p><b><i>Resolutions Committee:</i></b></p> <ul style="list-style-type: none"> <li>● After the Convention, help to organize resolutions into a tracking system.</li> <li>● Stay involved in tracking and managing resolutions progress.</li> <li>● Ensure regional or national resolutions are submitted to NACD by the December deadline.</li> </ul> <p><b><i>Executive Committee:</i></b></p> <ul style="list-style-type: none"> <li>● Finalizes ED Evaluation process and prepares documents for Executive Session in January.</li> <li>● Prior to the legislative session - Confirm with MACD staff that MACD has been registered with the Commissioner of Political Practices as a principal and that any staff working the session are registered as lobbyists before the start of the session.</li> </ul>

# SAMPLE STRATEGIC PLAN

## Vision

To make the world a happy place!

## Mission

Our mission is to make sure all adults in the Rocky Mountain area have access to high-quality chocolate, wine, and caffeine at affordable prices.

## Values

- Respect each other and different opinions.
- Personal responsibility. Do what we say we are going to do.
- Confidentiality.
- Light-heartedness.

## Three-year Strategic Vision

In three years, DoGood Organization will have:

- Built a strong, vibrant team, and engaged consisting of board members, staff, and volunteers.
- Operational and financial systems, policies, and processes in place for consistency, transparency, legal compliance, accountability and checks and balances.
- Stabilized existing programs and increased retention to 85% and customer satisfaction to 90%.
- Generated sufficient operational revenue to meet expenses plus an additional 15% per year to build our operational reserve account.
- The research, plans, and team in place to launch a successful capital campaign.
- Strengthened our relationships with our community, stakeholders, and partners through effective, consistent, and reliable communications.

## Priorities, Strategies, and Goals

### PRIORITY #1. BUILDING A STRONG TEAM

**Strategy 1 - Board Development.** We will have nine active and engaged board members that are practicing nonprofit “best practices” for governing an organization.

Goals for accomplishing this are:

- ✓ Solidify our expectations of board members.
- ✓ Create and implement a board recruiting process.
- ✓ Develop an officer succession process.
- ✓ Review and updated our by-laws.
- ✓ Create a general operating policy manual.
- ✓ Revise and strengthen our committee structure.
- ✓ To increase community collaboration, support, and engagement among stakeholders.

**Strategy 2 – Staffing.** We will have sufficient staff to implement our operational and fundraising plan in an efficient and effective manner. Staff will have reasonable workloads and competitive salary and benefits.

New hires will include a FT Development Director, .5 Office Assistant, FT Program Director, .5 Program Assistant

Goals for accomplishing this are:

- ✓ Review and update HR manual.
- ✓ Review and improve annual evaluation process.
- ✓ Gather data on state and local nonprofit salaries and compensation and create a plan for becoming competitive.
- ✓ Develop new job descriptions, timelines, and budgets for new hires.

**Strategy 3 – Volunteers.** We will be the ability to expand our ability to meet our mission by engaging the community in meaningful, helpful, and thoughtful volunteer tasks.

Goals for accomplishing this are:

- ✓ Identify volunteer needs and craft simple job descriptions for each position.
- ✓ Review and strengthen current process for recruiting and organizing volunteers.
- ✓ Build a robust volunteer recognition system.
- ✓ Hire a volunteer coordinator.

## **PRIORITY #2. CREATING TRANSPARENCY AND CONSISTENCY THROUGH OPERATIONAL INFRASTRUCTURE.**

**Strategy 1 – Infrastructure.** We will have created organizational infrastructure, systems, and procedures to ensure consistency of operations, transparency, mitigate risk, and provide a strong foundation for growth.

Goals for accomplishing this are:

- ✓ Review, update and/or develop policies as needed to ensure clear lines of authority, accountability, and consistency in action. Specific actions and policies for review and development:
  - Bylaws
  - Conflict of Interest policy and annual disclosure
  - Diversity statement
  - Policy directing allocation of expenses between programming, administration, and fundraising.
  - Approving the annual fundraising and operational plan along with the budget.
- ✓ Create a central, easy access point for policy storage.
- ✓ Actively promote and use DGO'S values in decision-making, hiring, evaluating, and all areas of operations.
- ✓ Develop policies relating to technology, web site security, and other standard tech-related policies.
- ✓ Engage an insurance specialist to help develop a comprehensive program risk management plan.

**Strategy 2 – Finances.** We will have implemented financial structures and oversight to strengthen our financial recordkeeping, budgeting, and management reporting systems.

Goals for accomplishing this are:

- ✓ Create written systems for checks and balances within our financial management structure.
- ✓ Develop strategies to be more financially transparent.
- ✓ Craft financial management and investment policies.
- ✓ Re-organize our Finance Committee.
- ✓ Write bookkeeping and accounting procedures manual.

## **PRIORITY #3. DELIVERING IMPACTFUL PROGRAMS AND SERVICES.**

**Strategy 1 – Coffee Program.** We will have increased coffee constituents by 25% and retention rate from 70% to 85% and achieved a 90% or above on user satisfaction evaluations.

Goals for accomplishing this are:

- ✓ Determine under-served population within our constituents' groups and identify obstacles to participation.
- ✓ Create and implement customer satisfaction systems for the coffee program.
- ✓ Evaluate quality and offerings for constituent appeal and effectiveness.
- ✓ Develop special event and gift packaging options.
- ✓ Develop a monthly subscription club.
- ✓ Develop a constituent/user promotional plan to engage more individuals in our services.

**Strategy 2 – Chocolate Program.** We will have increased chocolate constituents by 40%, maintained our retention rate of 85% and achieved a 90% or above on user satisfaction evaluations.

Goals for accomplishing this are:

- ✓ Determine under-served population within our constituents' groups and identify obstacles to participation.
- ✓ Create and implement customer satisfaction systems for the coffee program.
- ✓ Evaluate quality and offerings for constituent appeal and effectiveness.
- ✓ Develop special event and gift packaging options.
- ✓ Develop a monthly subscription club.
- ✓ Develop a constituent/user promotional plan to engage more individuals in our services.

**Strategy 3 – Wine Program.** We will have increased wine constituents by 10% and retention rate from 60% to 85% and achieved a 90% or above on user satisfaction evaluations.

Goals for accomplishing this are:

- ✓ Determine under-served population within our constituents' groups and identify obstacles to participation.
- ✓ Create and implement customer satisfaction systems for the coffee program.
- ✓ Evaluate quality and offerings for constituent appeal and effectiveness.
- ✓ Develop a monthly subscription club.
- ✓ Develop a constituent/user promotional plan to engage more individuals in our services.



#### **PRIORITY #4. DIVERSIFY AND INCREASE FUNDING.**

**Strategy 1 – Operational Funding.** We will be fully funded through five diverse revenue sources that include grants and private donations and have 100% board financial support of the organization and engagement in the implementation of the fundraising plan. Our goal is in three years to be raising \$1,500,000 annually in revenue from these sources and have a reserve of \$300,000.

Goals for accomplishing this are:

- ✓ Develop and implementing an operational fundraising plan that includes grants, one community event, a major gifts campaign, and website, monthly giving programs.
- ✓ Craft budgets for each fundraising strategy and monitor results for effectiveness.
- ✓ Develop and implementing a planned-giving program.
- ✓ Review our website and updating for donor convenience.
- ✓ Develop and implementing a system for annual board giving and commitment to fundraising plan engagement.
- ✓ Develop a written donor thank-you system.

**Strategy 2 – Planned Giving Revenue.** We will have developed and launch a planned giving program and secured at least two planned gifts.

Goals for accomplishing this are:

- ✓ Develop a planned-giving program and messaging.
- ✓ Identify current donors who have capacity and organizational commitment to leave a planned gift.
- ✓ Integrate planned-giving messaging into all external communications and website.

**Strategy 3 - Capital Campaign.** We will have strengthened our campaign readiness and have all elements in place for campaign launch.

Goals for accomplishing this are:

- ✓ Complete a Capital Campaign Readiness Audit.
- ✓ Continue discussion with partners regarding details of property availability.
- ✓ Strategically strengthen and build relationships with high-net worth donors.

#### **PRIORITY #5. COMMUNITY INVOLVEMENT AND SUPPORT**

**Strategy 1 – Partnerships and Collaborations.** We will have maintained, strengthened, and grown partnerships and collaborative efforts.

Goals for accomplishing this are:

- ✓ Develop an externally focus e-newsletter for partners and community stakeholders.
- ✓ Host an annual roundtable for partners to update and discuss key issues.
- ✓ Continue to strengthen, pursue, and assess a wide range of potential collaborative opportunities with other organizations.

**Strategy 2 - Communications.** Develop clear and consistent branding and messaging directed at various DGO stakeholder groups.

Goals for accomplishing this are:

- ✓ Engage a marketing professional to re-brand DGO and create a consistent image throughout the organization.
- ✓ Develop messaging to resonate with each major stakeholder segment of DGO's audience.
- ✓ Develop an annual communications calendar outlining timeline for communications and focus of message.
- ✓ Hire an in-house Marketing and Communications person.
- ✓ Review and update website for viewing optimization.

# SAMPLE ANNUAL OPERATIONAL PLAN

**STATUS REPORTING LEGENDS:**

Q-1 = BLUE      Q-2 = BLACK      Q-3 = PURPLE      Q-4 = MAROON

**DASHBOARD LEGEND:** GREEN = COMPLETED.    YELLOW = IN PROGRESS.    RED = STOPPED, POSTPONED, OR NO LONGER RELEVANT

**PRIORITY #1. BUILDING A STRONG TEAM**

**Strategy 1 - Board Development.** We will have nine active and engaged board members that are practicing nonprofit “best practices” for governing an organization.

This year’s goals and objectives are to:	WHO	WHEN	DASH	STATUS

**Strategy 2 – Staffing.** We will have sufficient staff to implement our operational and fundraising plan in an efficient and effective manner. Staff will have reasonable workloads and competitive salary and benefits.

This year’s goals and objectives are to:	WHO	WHEN	DASH	STATUS

**Strategy 3 – Volunteers.** We will be the ability to expand our ability to meet our mission by engaging the community in meaningful, helpful, and thoughtful volunteer tasks.

This year’s goals and objectives are to:	WHO	WHEN	DASH	STATUS

**PRIORITY #2. CREATING TRANSPARENCY AND CONSISTENCY THROUGH OPERATIONAL INFRASTRUCTURE.**

**Strategy 1 – Infrastructure.** We will have created organizational infrastructure, systems, and procedures to ensure consistency of operations, transparency, mitigate risk, and provide a strong foundation for growth.

This year’s goals and objectives are to:	WHO	WHEN	DASH	STATUS

## SAMPLE POLICY CHECK LIST

Policy	Check if you have this policy
<b>Part I: Ethics and Accountability</b>	
Values Statement	
Public Reporting and Transparency	
Conflict of Interest Policy and Procedure	
Whistleblower Protection Policy and Procedure	
Record Retention and Document Destruction	
<b>Part II: Board and Board Members</b>	
Board Duties & Expectations	
Board Member Meeting Attendance	
Board Member Financial Support (if fundraising)	
Board Governance Calendar and Use	
Regular and Annual Strategic/Operational Planning Policy and Process	
Board Development – Orientation, and Evaluation	
Recruitment and Orientation	
Ongoing Board Training	
Board Officer Job Descriptions	
Duties of Officers, qualifications, terms and elections	
Transition/Succession of Officers and Committee Chairs	
Annual Board Self-Assessment	
Social Media and the Board	
Communications between the Board and Staff	
<b>Part III: Committees</b>	
Effective Committees. Minutes and Job Descriptions	
Committee Charters and succession.	
<b>Part IV: Meetings</b>	
Regularly Scheduled Board Meetings	
Executive Sessions	
Minutes	
Staff Attendance	
<b>Part V: Administrator Oversight</b>	
Updating the Administrator's Job Description Annually	
Planning and Goal Setting	
Administrator's Authority to Develop an Annual Operational Work Plan	
Administrator's Evaluation Policy and Process	
Compensation policy and procedure	
Employee Succession Plan	
<b>Part IV: Finance and Investments</b>	
Strategic/Operational Annual Work Plan Planning	
Fundraising Plan Development and Approval	
Process for Developing and Approving the Budget	

Capital Expenditures	
Purchasing Policies	
Finance Committee Monthly Review	
Financial Controls and Checks and Balances	
Contract Signing Authority	
Investments	
Reserves and Endowments	
Financial Audits	
<b>Part V: Risk Management</b>	
Regular Review of Insurance Documents	
<b>Part VI: Reimbursement</b>	
Travel Reimbursement (Staff and Board)	
Travel Arrangements	
Travel Reimbursements	
Travel Advances	
<b>Part VII: Equipment &amp; Inventory</b>	
Equipment	
Inventory	
<b>Part VIII: Fundraising</b>	
Fundraising Plan Development	
Donor Relations & Privacy	
Acknowledgment of Donations	
Quid Pro Quo Contributions	
Donor Privacy	
Gift Acceptance	
Sponsorships and Endorsements	
Board Member and Fundraising	
Event Record Keeping	
In-Kind Donations	
<b>Part IX: Personnel</b>	
Equal Employment Opportunity	
Diversity, Equity, and Inclusion	
Harassment	
Fraternization	
Grievance Process	
Mediation	
Performance Review	
Corrective Action	
Independent Contractors	
Vendors	
<b>Part X: Communications</b>	
Official Spokesperson Policy	
Personal Social Media Content	

Media Relations	
Crisis Communication	
Lobbying and Political Activity	

# **SAMPLE PERSONNEL POLICIES**

## **EQUAL EMPLOYMENT OPPORTUNITY**

DGO is committed to valuing diversity. It is DGO's policy that all employees and applicants should be treated with respect and dignity and have a right to work in an environment free of discriminatory intimidation, ridicule and insult. DGO does not discriminate in employment on the basis of race, color, religion, sex, sexual orientation, national origin, age, marital status, military status, physical or mental disability, political belief or any other characteristic protected by law. Any employee who violates this policy will be subject to disciplinary action, up to and including termination. Any applicant or employee who believes that he or she has been subjected to discrimination based upon any of these factors should immediately contact the executive director.

DGO will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, performance, advancements, discipline, termination and access to benefits and training.

## **DIVERSITY AND INCLUSION**

DGO is committed to a diverse, inclusive, and equitable environment where all board members, staff, volunteers, and members feel respected and valued regardless of gender, age, race, ethnicity, national origin, sexual orientation or identity, disability, education, or any other bias.

We're committed to being nondiscriminatory and providing equal opportunities for employment, volunteering, and advancement in all areas of our work.

We respect the value that diverse life experiences bring to our board and leadership and we strive to listen to their views and give them value.

We're committed to modeling diversity, inclusion, and equity and maintaining fair and equal treatment for all.

## **HARRASSMENT**

DoGood Organization is committed to providing a work environment that is free of unlawful discrimination. In keeping with this objective, DGO maintains a strict policy prohibiting unlawful harassment, including harassment based on any of the following categories: race, color, religion, sex, pregnancy, disability, national origin, ethnicity or ancestry, age, or any other protected category.

Sexual harassment is defined as any unwelcome conduct that would not have occurred but for the employee's gender, including but not limited to sexual advances, requests for sexual favors, and other verbal, physical or offensive conduct of a sexual nature, which substantially interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment. Sexual harassment includes sexual advances, requests for sexual favors, and other verbal, physical or offensive conduct of a sexual nature that: has been made either explicitly or implicitly as a term or condition of an individual's employment; or, is used as a basis for employment decisions such as promotions and benefits affecting such individual.

In addition to sexual harassment, DGO also prohibits all forms of harassment on any basis prohibited by discrimination laws, such as race, religion, ethnicity, age, and disability. While it is not easy to define precisely what harassment is, it certainly includes slurs, epithets, threats, derogatory comments, unwelcome jokes, teasing, and other similar verbal, written, or physical conduct.

Any employee who believes he or she has been or is being harassed by a coworker, supervisor, or agent of DGO should immediately report the facts of the incident(s) and names of the individuals involved to his or her supervisor or, in the alternative, to the human resources office, the chief executive, the board president/chair, or executive committee chair.

Employees who report harassment, in good faith, should not fear any reprisal (also, refer to whistleblower policy). All employees should also immediately report any incidents of harassment they witness to a management representative.

After a report of harassment is received, an investigation by management will be undertaken promptly. Any supervisor, agent, or other employee who has been found by DGO after investigation, to have harassed another employee in violation of this policy will be subject to discipline that may range from a warning up to, and including, termination.

#### **GRIEVANCE PROCEDURE**

If an employee has a problem or complaint regarding any aspect of employment with DGO, the matter should first be discussed with their immediate supervisor.

If the issue is not resolved through discussion, the employee should submit a formal written submission to the executive director or designated staff. If the executive director is the grieving party, the submission shall be made to the board president and the Executive Committee. Every attempt will be made to resolve the issue by the employee at this level.

After thirty (30) days from the submission, if the matter is still unresolved, it may be submitted for review by the executive committee. The executive committee's decision will be final and will not be subject to further review or appeal within DoGood Organization.

# PROGRAM DEVELOPMENT PLAN: A LOGIC MODEL

Program Name:

<b>Activities</b> List activities you will be doing to deliver your program/service during the first year.	<b>Outputs</b> These are quantifiable measures for each activity. In other words, "how many?"	<b>Inputs</b> These are resources you will need to accomplish your activities. List all that apply. You may want to note estimated costs next to each input for budgeting.	<b>Outcomes</b>		
			<b>Initial</b> Our activities will produce immediate change in these <u>knowledge</u> areas.	<b>Intermediate</b> Our activities will lead to the following <u>behavioral</u> changes within one-three months.	<b>Longer Term</b> Our activities will lead to the following permanent changes in <u>condition</u> .