



TEXAS STATE LIBRARY  
AND  
ARCHIVES COMMISSION

## TOOL BOX

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Texas State Libraries & Archives Commission  
Tool Box  
Lee+ Associates  
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## Introduction

The Tool Box is the culmination of an Organizational Assessment project for the four library systems, supported by the Friends of Libraries & Archives of Texas through the Texas State Library and Archives Commission (TSLAC). TSLAC engaged **Lee+ Associates** to perform Organizational Assessments for each library system to assess their current level of operational health and provide specific recommendations for improvement. This Tool Box was designed to assist member libraries in each system with continued self-evaluation and learning towards improving operational effectiveness.

## About the Tool Box

### Basics

The Tool Box has 9 main sections as follows:

1. Governance
2. Human Capital Management
3. Technology
4. Marketing and Communications
5. Data Collection, Management, Analytics
6. Budgeting and Finance
7. Administrative Systems
8. Fundraising
9. Makers Spaces

Each Tool Box section has specific topics with corresponding resources. Resources will be online (a link is included) or a document(s), which will be included in the Appendix. The column to the far right will denote a level, which indicates the recommended resource based on the library's Organizational Lifecycle Score. A quick guide to determine your library's score is included in the following section.

### Updates

This Tool Box is a living document and to keep it relevant, it will require updates. We recommend that a Tool Box Committee is created with two representatives of each Consortium. They will review recommendations for addition or deletion of resources, make necessary updates to the main document and publish it in a centralized system for easy access by all. Meetings can occur quarterly and remotely using online meeting technology.

- **Directories**

Each Consortium is to ensure that a contact list for each library is updated and submit to Tool Box Committee. The list would be published in a centralized system.

- **Vendor lists**

Each Consortium is to ensure vendor lists are updated and shared so other libraries can benefit from vendors who have provided outstanding services or programming. It would be beneficial to provide a rating after each vendor to facilitate selection. The vendor list would be published in a centralized system.

## Organizational Lifecycles

Organizational Lifecycles are widely used in the business world to help organizations identify opportunities for increased operational effectiveness. There are five basic cycles in traditional models:

- 1.) **Level 1: Start up** – Loosely structured organization with minimal processes and rudimentary systems. May have a Governance or Advisory Board, but duties are not clearly defined. May or may not have a Friends Group. Few staff with no written HR policies or workplace rules. Library has minimum staff. Attends Consortium eagerly and regularly.
- 2.) **Level 2: Adolescent** – Basic structure and systems in place with emerging HR and operational polices adopted. Have a Board and Friends Group in place but need clarity around roles and responsibilities. Programs are beginning to be established with good attendance. Have staff to manage most duties. Have basic understanding of operations planning and may have started thinking about strategic planning. Regular participant in Consortium meetings and sharing information.
- 3.) **Level 3: Mature/Sustainability** – Major structures and systems in place. Have a functioning Board and Friends Group who coordinate efforts and fundraise effectively. Have staff with specific skills to handle distinct jobs. All needed policies and procedures are in place and updated. Best practices are researched and followed. Has established programming with robust attendance and have engaged in some form of strategic or operational planning. Well-established Consortium member and may provide leadership at this level.
- 4.) **Level 4: Stagnation & Renewal** – Systems are beginning to deteriorate, and procedures are not followed. Staff turnover and disengagement is high, and programs are not attracting patrons. Board and Friends Group also lack engagement and apathy has begun to emerge. Capacity building is needed to re-invigorate leadership and staff, programs and processes. Robust strategic planning, clear operational goals,

restructuring, increased market awareness, and reinvigorating vision and mission are needed. Infrequent participation in and attendance to Consortium meetings.

**5. ) Level 5: Decline** – Departure from systems and processes to putting out fires constantly. Poor internal controls and major disagreements between Board and library leadership. Programs are unsustainable due to high staff turnover and patron participation. Barely functioning Board and Friends Group. Has not attended Consortium for some time and does not keep up with best practices. Immediate course correction is necessary, or library runs risk of closure. Board, Library Leadership, Friends Group, and Hiring entity (City or County), must meet to plan and determine Library's viability.

### **Declining Library**

If a library is exhibiting signs of decline, it is important to address the issues quickly to avoid further decline. Enlist the aid of outside counsel, if necessary, to assist with identification of root causes and determination of immediate action steps to mitigate issues.

### **Determining individual Library Lifecycle Level**

Referring to the Organizational Lifecycle Grid, read each statement under each column and circle the one(s) that most apply to your library. Then, evaluate in which columns you have the most selections, which will determine the level(s) of concentration for your library. However, to ensure a solid operational structure is in place, we recommend you go through all level 1 and Level 2 items and have these elements solidly in place.

***Disclaimer:*** please be advised that Lee+ Associates is providing this Tool Box for informational purposes only.

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*When you access other external websites through a link from the Tool Box, please note that that Lee+ Associates has no control over the content on external websites. The links to external websites are provided as a matter of convenience only, and should not be taken as an endorsement by Lee+ Associates of the contents or practices of those external websites, for which Lee+ Associates assumes no responsibility or liability.*

	Start up	Adolescent	Mature/ Sustainability	Stagnation & Renewal	Decline
Programs and Services	<ul style="list-style-type: none"> <li>Simple programs are initiated or a mix of diverse and non-integrated activities</li> <li>Strong commitment to delivering services</li> <li>Small collection</li> </ul>	<ul style="list-style-type: none"> <li>Programs begin to establish themselves in the market and with patrons</li> <li>Often demand is greater than capacity</li> <li>More consistent program delivery exists</li> <li>More focus on community needs is exhibited</li> <li>Collection is growing and diversifying</li> </ul>	<ul style="list-style-type: none"> <li>Core programs are established and recognized in the community</li> <li>Long range program planning taking place</li> <li>New programs are added and deleted as market and patrons dictate</li> <li>Maker Space is available</li> <li>Programs functioning well</li> <li>Diversified and growing collection</li> </ul>	<ul style="list-style-type: none"> <li>Library loses sight of market and patron needs</li> <li>Programs developed primarily to attract funding or as “pet” projects</li> <li>Difficulty in delivering services and reaching goals</li> <li>Inconsistent program attendance</li> <li>Collection has become stagnant</li> </ul>	<ul style="list-style-type: none"> <li>No longer meeting market or patron needs</li> <li>Loss of credibility with funders and patrons</li> <li>Decline in product quality or availability</li> <li>Major reduction in patron traffic</li> <li>Accreditation in jeopardy</li> </ul>
Leadership Management	<ul style="list-style-type: none"> <li>Single-minded library director who guides the organization</li> <li>Sole decision making – little or no hierarchy</li> <li>Informal management structure</li> </ul>	<ul style="list-style-type: none"> <li>Beginning strategic division of labor</li> <li>Library director is still primary decision-maker and is less accessible to staff due to growing role</li> <li>Feeling both external and internal demands</li> </ul>	<ul style="list-style-type: none"> <li>Need for well-rounded library director</li> <li>Delegation of authority and clear accountability exists</li> <li>“Founder’s Syndrome” is encountered at times</li> </ul>	<ul style="list-style-type: none"> <li>Founder library director is in transition</li> <li>Change agent is needed</li> <li>Ego-driven actions and decisions taking place</li> <li>Conflict between Board/Friends/Foundation arises</li> <li>Consortium attendance is limited</li> </ul>	<ul style="list-style-type: none"> <li>Major conflict between library director and Board and/or Friends Group</li> <li>Library director makes decisions without Board or others</li> <li>Library director is inaccessible and unable to meet deadlines</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Most work completed by volunteers</li> <li>Small (if any), enthusiastic and eager staff</li> <li>Sense of “family” and “community” cooperation among staff and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Staff size increases and are still excited about their mission</li> <li>Deepening organizational chart, with more centralized management</li> </ul>	<ul style="list-style-type: none"> <li>Larger and more culturally diverse and specialized staff</li> <li>Professional management is hired</li> <li>Vertical, hierarchical organization chart – clear delineation of duties</li> </ul>	<ul style="list-style-type: none"> <li>Low staff morale and higher turnover</li> <li>Lack of focus on and accountability on individual performance</li> <li>Siloed library staff</li> <li>Volunteers turn over high</li> </ul>	<ul style="list-style-type: none"> <li>Departure of key staff</li> <li>Key positions difficult to fill</li> <li>Staff grievances bypass library director and go to City/County and/or Board</li> <li>High conflict among staff</li> </ul>

		<ul style="list-style-type: none"> <li>No job descriptions or HR Management practices in place (at library level)</li> </ul>	<ul style="list-style-type: none"> <li>Staff and volunteers show high degree of engagement</li> <li>Job descriptions and HR policies and Management systems in place</li> </ul>		<ul style="list-style-type: none"> <li>Low number of or no volunteers</li> </ul>
<b>Governance/ Boards/ Friends of Library/ Consortium</b>	<ul style="list-style-type: none"> <li>Governance structure in place, but is loosely followed</li> <li>Small, passionate, and homogenous Board</li> <li>Board members tend to be hand-chosen by founding library director</li> <li><b>Working Board</b></li> <li>Strong support and commitment to get library started and/or established</li> <li>No Friends group yet</li> <li>Consortium is important for networking and help in obtaining resources</li> </ul>	<ul style="list-style-type: none"> <li>Board expansion taking place</li> <li>New Board members are added with expertise/skills in needed areas</li> <li>Transitioning from working to Governance or divisions to establish true Advisory Board</li> <li>More reactive than strategic in policies</li> <li>Friends Group is starting to form or is in its infancy</li> <li>Consistent attendance and participation in Consortium</li> </ul>	<ul style="list-style-type: none"> <li>Board size and diversity increases</li> <li>Board (Governing or Advisory) is fully functioning and has clear understanding of its role; they are effective. Frequently selected by support entity</li> <li>Good committee structure – most work done in committee</li> <li>The Board engages in fundraising along with the Friends Group</li> <li>Better Board accountability</li> <li>Board focuses on library sustainability</li> <li>Friends Group is active and works in alignment with library goals and strategy</li> <li>May serve as leadership in Consortium</li> </ul>	<ul style="list-style-type: none"> <li>Board is disengaged, turnover is high, job focus is lost</li> <li>Friends Groups/Foundation are not as involved, and begin to develop fundraising focus not in alignment with library's needs</li> <li>Bogged down in structures that may be outdated</li> </ul>	<ul style="list-style-type: none"> <li>Very low Board attendance/engagement. Place holder mentality</li> <li>No new Board members</li> <li>Key Board and Friends Group members may leave</li> <li>Major disagreements among Board on Library's future</li> <li>Board/Friends members making derogatory comments in public</li> <li>Eventually Board/Friends dissolve</li> </ul>
<b>Administrative Systems/</b>	<ul style="list-style-type: none"> <li>Few formal systems in place</li> </ul>	<ul style="list-style-type: none"> <li>Unsophisticated <b>operational systems</b></li> <li>Unstable operations</li> </ul>	<ul style="list-style-type: none"> <li>Program and operational</li> </ul>	<ul style="list-style-type: none"> <li>Well-developed systems become "red tape"</li> <li>Poor planning</li> </ul>	<ul style="list-style-type: none"> <li>Departure from systems to crisis management</li> </ul>

<b>Operations</b>	<ul style="list-style-type: none"> <li>Library operations are beginning to become established and are flexible</li> <li>Few operational routines or systems in place</li> <li>Frequent informal communication regarding operational needs and resources</li> </ul>	<ul style="list-style-type: none"> <li>Begin development of operational systems</li> <li>Internal communications is challenging</li> <li>Technology is not fully leveraged</li> <li>Planning begins to take place</li> </ul>	<ul style="list-style-type: none"> <li>coordination through formal planning</li> <li>Systems, policies and procedures in place</li> <li>Standardized and efficient operations</li> <li>Better integration of technology</li> <li>More data management</li> <li>Formal communications in place</li> <li>Strategic planning is undertaken</li> </ul>		<ul style="list-style-type: none"> <li>(the tyranny of the urgent is norm)</li> <li>Poor internal controls or too much red tape</li> <li>Cannot provide accurate picture of financial situation</li> </ul>
<b>Finances and Fundraising</b>	<ul style="list-style-type: none"> <li>Focus on gathering resources</li> <li>Limited financial resources</li> <li>Small budget with limited to no financial accounting systems</li> <li>Overly dependent on a few funding sources and in-kind donations of expertise</li> <li>Hand-to-mouth</li> </ul>	<ul style="list-style-type: none"> <li>Established relations with key funders but still unpredictable funding resources</li> <li>Efficient at in-kind and volunteer resources</li> <li>Cash flow problems – organization is undercapitalized</li> <li>Cost considerations are important</li> <li>Revenue generation options considered</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and diverse funding streams</li> <li>Significant cash reserves</li> <li>Expanded major giving program</li> <li>Have, or are considering, planned giving or endowment</li> <li>Separate Library Foundation is considered/created as fundraising mechanism</li> <li>Additional fundraising staff support needed</li> <li>Revenue generation</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient cash reserves</li> <li>Falling behind on financial obligations</li> <li>Loss of financial support or cuts from City/County</li> <li>Not bringing in new funding sources</li> <li>Friends and Foundation silo funds and reduce distribution</li> </ul>	<ul style="list-style-type: none"> <li>Unable to meet payroll and behind on payables</li> <li>Relies on lines of credit for basic bills</li> <li>Possible bankruptcy</li> <li>Major funders withdrawing or threatening</li> <li>Foundation withholds funds</li> <li>City/County drastic cuts</li> <li>High % of funds from only a few sources</li> </ul>
<b>Marketing and Community Awareness</b>	<ul style="list-style-type: none"> <li>Poor external communication</li> <li>Word of mouth referrals and marketing</li> <li>No formal public relations</li> </ul>	<ul style="list-style-type: none"> <li>First official promotional materials</li> <li>Word of mouth still primary marketing channel</li> </ul>	<ul style="list-style-type: none"> <li>Marketing plan developed</li> <li>Professional image and promotional material</li> <li>In-house communication and marketing expertise</li> </ul>	<ul style="list-style-type: none"> <li>Reactive to each crisis</li> <li>No real proactive marketing and community relations building</li> <li>Spending less on marketing</li> </ul>	<ul style="list-style-type: none"> <li>Negative rumors in the community and/or bad press</li> <li>Key stakeholders cannot clearly define mission and purpose</li> <li>No marketing</li> </ul>
<p>Adapted From: "Non Profit Lifecycles: Stage-Based Wisdom for Non Profit Capacity" by Susan Kenny Stevens; The 5 Life Stages of Nonprofits, Judith Sharken Simon, 2002; and The Conservation Company, 1997.</p>					

## Definitions:

- **Board** – refers to Governing and/or Advisory Board
- **Working Board** – generally refers to Boards at small nonprofits that have minimal if any staff other than the Executive Director (or Library Director, in this case). A working Board is one that acts as “staff” to help out the start-up or very young nonprofit that does not have the budget to pay staff beyond the ED and very limited staff.
- **Governing Board** – generally focus is on building policies, procedures and organizational structure.
- **Founder’s syndrome** – a term used to describe a founder’s resistance to change or deviate from his/her original vision in light of a changing and evolving nonprofit. If unchecked or left unaddressed, it can cause severe operational issues for a nonprofit.
- **Change Agent** – an individual, traditionally in a leadership position, who can cause positive organizational and cultural change in an organization. A change agent promotes and supports a new, different, or transformational way of doing things.
- **Silo** – organizational siloes occur when groups of employees act within the interest of their own group instead of the best interest of the organization. Silos want to hold information rather than sharing it for the greater good. Lack of leadership can cause or exacerbate a siloed organization.
- **Organizational System** – denotes how an organization is set up, the ease of & communication, and the existence of set processes that enhance efficiencies. & Organizational systems refers to all operational areas such as Human Resources, & Technology, Governance, programs, collections, Marketing, Finance, etc. &

Key: **Level 1 – Emerging library** **Level 2 – Intermediate Library** **Level 3 – Advanced Library**  
**Level 4 – Struggling Library** **Level 5 – Declining Library**

<b>GOVERNANCE</b>	<b>Advisory Board</b>	<b>Level</b>
	<ul style="list-style-type: none"> <li>• What is an Advisory Board? (Appendix - 1) (<a href="http://www.blueavocado.org/content/what-advisory-board-and-should-we-have-one">http://www.blueavocado.org/content/what-advisory-board-and-should-we-have-one</a>)</li> <li>• Advisory Board Candidate and Committee application form (Appendix - 2)</li> <li>• Advisory Board commitment form (Appendix - 3)</li> </ul>	1 1, 2 1, 2
	<b>Governing Board</b>	<b>Level</b>
	<ul style="list-style-type: none"> <li>• By-laws (Appendix - 4)</li> <li>• Mission Examples (Appendix – 5)</li> <li>• Conflict of interest policy (Appendix - 6) <a href="https://www.councilofnonprofits.org/tools-resources/conflicts-of-interest">https://www.councilofnonprofits.org/tools-resources/conflicts-of-interest</a></li> <li>• Roles, responsibilities and legal duties (Appendix - 7)</li> <li>• Board and Advisory Board Candidate and Committee Application form (Appendix – 2)</li> <li>• Board Member and Advisory Board Commitment form (Appendix – 3)</li> <li>• Board Committees (Appendix - 8)</li> </ul>	1 1, 2, 3 1, 2 1 1, 2 2 2
	<b>Friends of Library</b>	<b>Level</b>
	<ul style="list-style-type: none"> <li>• General definition <a href="http://www.ala.org/united/friends/orgtools">http://www.ala.org/united/friends/orgtools</a></li> <li>• Memorandum of Understanding (Appendix - 9)</li> </ul>	2, 3 2, 3
	<b>Library Foundations</b>	<b>Level</b>
	<ul style="list-style-type: none"> <li>• <a href="http://www.ala.org/united/foundations/orgtools">http://www.ala.org/united/foundations/orgtools</a></li> <li>• <a href="https://trust.guidestar.org/blog/2013/12/04/how-library-foundations-are-helping-public-libraries/">https://trust.guidestar.org/blog/2013/12/04/how-library-foundations-are-helping-public-libraries/</a></li> <li>• <a href="http://www.foundationlibraries.info">http://www.foundationlibraries.info</a></li> <li>• <a href="https://www.cof.org/content/consortium-foundation-libraries">https://www.cof.org/content/consortium-foundation-libraries</a></li> </ul>	3, 4 3, 4 3, 4 3, 4
	<b>Consortium</b>	<b>Level</b>
	<ul style="list-style-type: none"> <li>• Definition of a Library Consortium (Appendix - 10)</li> <li>• <a href="http://icolc.net/consortia">http://icolc.net/consortia</a></li> </ul>	2, 3 2, 3
<b>Resources</b>	<b>Level</b>	
<ul style="list-style-type: none"> <li>• <a href="https://boardsource.org">https://boardsource.org</a></li> <li>• <a href="https://www.saplf.org">https://www.saplf.org</a></li> </ul>		

# HUMAN CAPITAL MANAGEMENT

<b>Human Resources Compliance / Key HR Policies</b>		
<ul style="list-style-type: none"> <li>• <a href="https://twc.texas.gov/news/efte/atoz_introduction.html">https://twc.texas.gov/news/efte/atoz_introduction.html</a></li> <li>• Harassment (Appendix 11, 12 and <a href="http://SHRM.com">SHRM.com</a> website)</li> <li>• Equal Opportunity Employment (Appendix – 13 and <a href="http://SHRM.com">SHRM.com</a>)</li> <li>• Texas Employment laws to know and follow to ensure compliance: <a href="https://twc.texas.gov/news/efte/efte.pdf">https://twc.texas.gov/news/efte/efte.pdf</a></li> </ul>		1, 2, 3, 4, 5 1, 2, 3 1, 2 1, 2, 3, 4, 5
<b>Human Resources Compliance / Job Descriptions</b>		
<ul style="list-style-type: none"> <li>• <a href="https://www.webjunction.org/explore-topics/job-descriptions.html">https://www.webjunction.org/explore-topics/job-descriptions.html</a></li> <li>• <b>Samples</b> <a href="https://www.webjunction.org/explore-topics/job-descriptions/documents.html">https://www.webjunction.org/explore-topics/job-descriptions/documents.html</a></li> </ul>		1, 2, 3 1, 2, 3
<b>Human Resources Compliance / Onboarding</b>		
<ul style="list-style-type: none"> <li>• <a href="https://www.smartsheet.com/free-onboarding-checklists-and-templates">https://www.smartsheet.com/free-onboarding-checklists-and-templates</a></li> <li>• <a href="https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/onboarding-in-a-box-v03-06.pdf">https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/onboarding-in-a-box-v03-06.pdf</a></li> <li>• Onboarding in a Box (Appendix - 14)</li> <li>• <a href="https://onlinetraining.tsl.texas.gov/course/view.php?id=130">https://onlinetraining.tsl.texas.gov/course/view.php?id=130</a></li> </ul>		2, 3 2, 3 2, 3 2, 3 2, 3
<b>Performance Management / Performance Appraisal</b>		
<ul style="list-style-type: none"> <li>• 90-day review template (Appendix - 15)</li> <li>• <a href="https://www.smartsheet.com/free-onboarding-checklists-and-templates">https://www.smartsheet.com/free-onboarding-checklists-and-templates</a> (90 day review template)</li> <li>• Annual review template (Appendix - 16)</li> <li>• <a href="https://www.smartsheet.com/free-employee-performance-review-templates">https://www.smartsheet.com/free-employee-performance-review-templates</a> (annual review template)</li> <li>• <a href="https://employee-performance.com/blog/category/reviews">https://employee-performance.com/blog/category/reviews</a></li> </ul>		1, 2, 3 2, 3 2, 3, 4 2, 3, 4 2, 3, 4
<b>Performance Management / Performance Improvement</b>		
<ul style="list-style-type: none"> <li>• <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/performanceimprovementplan.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/performanceimprovementplan.aspx</a></li> <li>• <a href="https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/12-tips-for-handling-employee-terminations.aspx">https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/12-tips-for-handling-employee-terminations.aspx</a></li> </ul>		2, 3, 4, 5 2, 3, 4, 5

	<b>Team Building / High-Performing Teams</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://www.tablegroup.com">https://www.tablegroup.com</a></li> <li>• <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx</a></li> </ul>	2, 3, 4, 5 2, 3, 4, 5
	<b>Team Building / Enhancing Communications</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://www.discprofile.com">https://www.discprofile.com</a></li> </ul>	1, 2, 3, 4, 5
	<b>Team Building / Effective Team Meetings</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://pmbasics101.com/ultimate-guide-effective-team-meeting/">https://pmbasics101.com/ultimate-guide-effective-team-meeting/</a></li> <li>• <a href="https://managementhelp.org/misc/meeting-management.htm">https://managementhelp.org/misc/meeting-management.htm</a></li> <li>• <a href="http://projectmanagementhacks.com/meeting-tips/">http://projectmanagementhacks.com/meeting-tips/</a></li> </ul>	1, 2, 3, 4, 5
<ul style="list-style-type: none"> <li>• Equal Employment Opportunity Commission <a href="http://www.eeoc.gov">www.eeoc.gov</a></li> <li>• Texas Workforce Commission: <a href="http://twc.texas.gov">twc.texas.gov</a></li> <li>• Society for Human Resource Management: <a href="http://shrm.org">shrm.org</a></li> <li>• HR.com: <a href="http://hr.com">hr.com</a></li> <li>• Texas Workforce Commission Texas Employers Manual Handbook (<a href="https://twc.texas.gov/news/efte/efte.pdf">https://twc.texas.gov/news/efte/efte.pdf</a>)</li> </ul>		

<b>TECHNOLOGY</b>	<b>Best Practice Trends</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://americanlibrariesmagazine.org/2017/05/01/top-library-tech-trends/">https://americanlibrariesmagazine.org/2017/05/01/top-library-tech-trends/</a></li> </ul>	2, 3, 4
	<b>Remote Meetings and Collaboration</b>	
	<ul style="list-style-type: none"> <li>• <a href="http://www.join.me">www.join.me</a></li> <li>• <a href="http://www.gotomeeting.com">www.gotomeeting.com</a></li> <li>• <a href="http://www.zoom.us">www.zoom.us</a></li> <li>• <a href="http://www.Skype.com">www.Skype.com</a></li> <li>• <a href="http://www.webex.com">www.webex.com</a></li> <li>• <a href="https://www.smartsheet.com">https://www.smartsheet.com</a></li> </ul>	2, 3, 4
<b>Technology Plan</b>		
<ul style="list-style-type: none"> <li>• Technology Plan Templates (Appendix – 17, 18)</li> <li>• <a href="http://www.baylor.edu/business/mis/nonprofits/doc.php/192140.pdf">www.baylor.edu/business/mis/nonprofits/doc.php/192140.pdf</a></li> <li>• <a href="http://www.ala.org/pla/resources/tools/technology-website-development">http://www.ala.org/pla/resources/tools/technology-website-development</a></li> </ul>	3, 4	

	<b>Tech Resources</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://www.techsoup.org/cloud-experts">https://www.techsoup.org/cloud-experts</a></li> </ul>	

<b>MARKETING &amp; COMMUNICATIONS</b>	<b>Marketing Plans</b>	
	<ul style="list-style-type: none"> <li>• Marketing plan templates (Appendix)</li> </ul>	2, 3, 4
	<ul style="list-style-type: none"> <li>• <a href="https://www.smartsheet.com/free-marketing-plan-templates-excel">https://www.smartsheet.com/free-marketing-plan-templates-excel</a></li> </ul>	2, 3, 4
	<ul style="list-style-type: none"> <li>• <a href="https://smallbiztrends.com/2008/06/one-page-marketing-plan.html">https://smallbiztrends.com/2008/06/one-page-marketing-plan.html</a></li> </ul>	2, 3, 4
	<b>Marketing Strategies</b>	
	<ul style="list-style-type: none"> <li>• <a href="http://www.ala.org/pla/resources/tools/public-relations-marketing/marketing-strategies">http://www.ala.org/pla/resources/tools/public-relations-marketing/marketing-strategies</a></li> </ul>	2, 3, 4
<b>Public Relations</b>		
<ul style="list-style-type: none"> <li>• <a href="http://www.ala.org/advocacy/advocacy-university/public-relations-dealing-media">http://www.ala.org/advocacy/advocacy-university/public-relations-dealing-media</a></li> </ul>	2, 3, 4	

<b>DATA COLLECTION, MANAGEMENT, ANALYTICS</b>	<b>Data Analytics</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://www.webjunction.org/search-results.html?q=data%20collection">https://www.webjunction.org/search-results.html?q=data%20collection</a></li> </ul>	2, 3, 4
	<ul style="list-style-type: none"> <li>• <a href="http://musingsaboutlibrarianship.blogspot.com/2016/11/5-reasons-why-library-analytics-is-on.html">http://musingsaboutlibrarianship.blogspot.com/2016/11/5-reasons-why-library-analytics-is-on.html</a></li> </ul>	2, 3, 4
	<b>Systems</b>	
<ul style="list-style-type: none"> <li>• <a href="http://www.join.me">www.join.me</a></li> <li>• <a href="http://www.gotomeeting.com">www.gotomeeting.com</a></li> <li>• <a href="http://www.zoom.us">www.zoom.us</a></li> <li>• <a href="http://www.Skype.com">www.Skype.com</a></li> <li>• <a href="http://www.webex.com">www.webex.com</a></li> <li>• <a href="https://www.smartsheet.com">https://www.smartsheet.com</a></li> </ul>	2, 3, 4	

<b>BUDGET &amp; FINANCE</b>	<b>Finance Policies</b>	
	<ul style="list-style-type: none"> <li>Accounting Policies and Procedures Sample Manual (Appendix - 20)</li> <li><a href="http://www.blueavocado.org/content/five-internal-controls-very-small-nonprofit">http://www.blueavocado.org/content/five-internal-controls-very-small-nonprofit</a></li> </ul>	1, 2, 3, 4
	<b>Budgeting</b>	
	<ul style="list-style-type: none"> <li><a href="http://www.ala.org/tools/atoz/librarybudgetfinance/budgetfinance">http://www.ala.org/tools/atoz/librarybudgetfinance/budgetfinance</a></li> </ul>	1, 2, 3, 4

<b>ADMINISTRATIVE SYSTEMS / BEST PRACTICES</b>	<b>Strategic Planning</b>	
	<ul style="list-style-type: none"> <li><a href="http://www.ala.org/united/sites/ala.org.united/files/content/trusteezone/practical-guides/strategic-planning.pdf">http://www.ala.org/united/sites/ala.org.united/files/content/trusteezone/practical-guides/strategic-planning.pdf</a></li> </ul>	3, 4
	<ul style="list-style-type: none"> <li><a href="https://www.smartsheet.com/free-strategic-planning-templates">https://www.smartsheet.com/free-strategic-planning-templates</a></li> <li><a href="https://www.forbes.com/sites/davelavinsky/2013/10/18/strategic-plan-template-what-to-include/#501e07ca47e1">https://www.forbes.com/sites/davelavinsky/2013/10/18/strategic-plan-template-what-to-include/#501e07ca47e1</a></li> </ul>	3, 4
	<b>Operations Plan</b>	
	<ul style="list-style-type: none"> <li>Operations Plan template (Appendix - 21)</li> <li><a href="https://www.smartsheet.com/develop-plan-action-free-templates">https://www.smartsheet.com/develop-plan-action-free-templates</a></li> </ul>	1, 2, 3 1, 2, 3
	<b>Emergency Planning</b>	
	<ul style="list-style-type: none"> <li>Emergency Action Plan (Appendix - 22)</li> <li>Crisis Management Plan (Appendix - 23)</li> <li><a href="https://learn.webjunction.org/course/search.php?search=Active+Shooter">https://learn.webjunction.org/course/search.php?search=Active+Shooter</a></li> </ul>	2, 3, 4 2, 3, 4 2, 3, 4
	<b>Polices &amp; Procedures</b>	
	<ul style="list-style-type: none"> <li>Polices templates (Appendix – 24 can be used for polices or procedures. Use different numbering)</li> <li>Procedures templates (Appendix - 24)</li> <li>Gift Acceptance Policy (Appendix) -25</li> </ul>	2, 3, 4 2, 3, 4 2, 3, 4, 5
	<b>Sample Policies</b>	
	<ul style="list-style-type: none"> <li><a href="https://www.webjunction.org/explore-topics/policies-procedures/documents.html">https://www.webjunction.org/explore-topics/policies-procedures/documents.html</a></li> </ul>	2, 3, 4, 5
	<b>Library Certification</b>	
	<ul style="list-style-type: none"> <li><a href="http://texreg.sos.state.tx.us/public/readtac\$ext.ViewTAC?tac_view=5&amp;ti=13&amp;pt=1&amp;ch=1&amp;sch=C&amp;rl=Y">http://texreg.sos.state.tx.us/public/readtac\$ext.ViewTAC?tac_view=5&amp;ti=13&amp;pt=1&amp;ch=1&amp;sch=C&amp;rl=Y</a></li> </ul>	1, 2, 3, 4, 5

	<b>Library Standards &amp; Guidelines</b>	
	<ul style="list-style-type: none"> <li>• <a href="http://www.ala.org/tools/guidelines">http://www.ala.org/tools/guidelines</a></li> </ul>	1, 2, 3, 4, 5
	<b>Best Practices Resources</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://americanlibrariesmagazine.org">https://americanlibrariesmagazine.org</a></li> <li>• <a href="http://ideas.demco.com">http://ideas.demco.com</a></li> <li>• <a href="https://www.ifla.org">https://www.ifla.org</a></li> <li>• <a href="http://www.ala.org/tools/">http://www.ala.org/tools/</a></li> <li>• <a href="https://www.tsl.texas.gov">https://www.tsl.texas.gov</a></li> <li>• <a href="https://www.tsl.texas.gov/texshare/databases">https://www.tsl.texas.gov/texshare/databases</a></li> <li>• <a href="https://www.webjunction.org/about-us.html">https://www.webjunction.org/about-us.html</a></li> <li>• <a href="https://managementhelp.org">https://managementhelp.org</a></li> <li>• <a href="https://onlinetraining.tsl.texas.gov">https://onlinetraining.tsl.texas.gov</a></li> </ul>	

<b>FUNDRAISING</b>	<b>Fundraising Basics</b>	
	<ul style="list-style-type: none"> <li>• Grant writing and foundations (Appendix – 25A)</li> <li>• Annual Fund Primer (Appendix - 26)</li> <li>• <a href="http://www.ala.org/advocacy/advleg/frontlinefundraising/annualfund">http://www.ala.org/advocacy/advleg/frontlinefundraising/annualfund</a></li> <li>• Corporate (Appendix - 27)</li> </ul>	3, 4 2, 3, 4 3, 4
	<ul style="list-style-type: none"> <li>• <a href="http://www.ala.org/advocacy/advleg/frontlinefundraising">http://www.ala.org/advocacy/advleg/frontlinefundraising</a></li> </ul>	3, 4
	<b>Fundraising Best Practices</b>	
	<ul style="list-style-type: none"> <li>• <a href="https://www.networkforgood.com/nonprofitblog/category/best-practices/">https://www.networkforgood.com/nonprofitblog/category/best-practices/</a></li> <li>• Donor Centered Fundraising: Penelope Burk: <a href="http://www.burksblog.com">http://www.burksblog.com</a></li> <li>• <a href="https://foundationcenter.org">https://foundationcenter.org</a></li> </ul>	2, 3, 4 2, 3, 4 3, 4
	<b>Resources</b>	
	<ul style="list-style-type: none"> <li>• <a href="http://www.guidestar.org">www.guidestar.org</a></li> <li>• <a href="https://www.networkforgood.com/non-profit-fundraising-resources/">https://www.networkforgood.com/non-profit-fundraising-resources/</a></li> <li>• <a href="https://www.councilofnonprofits.org/tools-resources-categories/fundraising">https://www.councilofnonprofits.org/tools-resources-categories/fundraising</a></li> <li>• <a href="http://www.afpnet.org">http://www.afpnet.org</a></li> <li>• <a href="http://www.ala.org/tools/atoz/fundraising/fundraising">http://www.ala.org/tools/atoz/fundraising/fundraising</a></li> </ul>	

MAKER SPACES	Maker Spaces	
	<ul style="list-style-type: none"> <li>• Makerspace Toolkit (Appendix - 28)</li> <li>• <a href="http://www.ala.org/pla/resources/tools/technology-website-development/makerspaces-technologies">http://www.ala.org/pla/resources/tools/technology-website-development/makerspaces-technologies</a></li> <li>• <a href="http://yalsa.ala.org/blog/2015/10/14/looking-to-create-a-makerspace-in-your-library-here-are-some-ideas/">http://yalsa.ala.org/blog/2015/10/14/looking-to-create-a-makerspace-in-your-library-here-are-some-ideas/</a></li> </ul>	<p>2, 3, 4</p> <p>2, 3, 4</p> <p>2, 3, 4</p>

## Appendices \$

### Appendix – 1

#### Library Consortium Advisory Boards

An Advisory Board provides a nonprofit with advice and expertise in specific areas that is non-binding and informal in nature.

In the case of Library Consortiums, the Advisory Board is usually made up of Directors of Libraries that are members of the Consortium and other stakeholder groups. These are usually non-elected positions, that change with the addition of new stakeholders or new staff members.

Advisory Board members bring expertise, experience, and raise the consortium profile in the region.

In order to avoid conflict of interest, the Advisory Board does not govern the Consortium and exist to provide perspective and advice.

Governing Boards, in order to avoid confusion, should develop basic principles to include:

- 1) Identify function and scope of work
- 2) Guidelines for membership and removal
- 3) Identify meeting times
- 4) Determine reporting mechanism
- 5) Oversee the orientation of new members
- 6) Tasks and expectations

Caution should be taken to clarify the roles of the governing board and the advisory board. It must also be stated that depending on the structure of the Consortium, no one Advisory Board member should have real or implied control over the organization.

## Appendix – 2

### Board and Committee Candidate Application

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*Please complete this form and return to the Chairman of the Board. If you have any questions about serving as a board member, please discuss them with the Executive Director or the Chairman of the Board before you submit your application.*

What interests you about serving on the board or a committee of *Consortium*?

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What expertise or special skills do you possess that would help the board or committees function more effectively?

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How would you share these skills?

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What do you hope to accomplish during board or committee service? (Your personal goals for board service):

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Personal development (How will serving on the board help you develop skills or meet your interest?):

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## Appendix – 3

### **Consortium Board and Committee Biography Questionnaire**

*Please complete this questionnaire and return to the Chairman of the Board. This information will be anonymously summarized as needed for reports required by funding agencies.*

Name (include nicknames you go by) \_\_\_\_\_

Home address \_\_\_\_\_  
Street address P.O. Box Number

City State Zip Code

Office address \_\_\_\_\_  
Street Address P.O.Box Number

Home phone number \_\_\_\_\_ Office phone number \_\_\_\_\_

Cell Phone: \_\_\_\_\_ Fax number: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Date of birth: \_\_\_\_\_ Gender (check one):  Male  Female

Ethnic/racial background (check one):

White, non-Hispanic  Hispanic  African-American  
 Asian-American  American Indian  Other

Marital Status: \_\_\_\_\_ Spouse's name: \_\_\_\_\_

How long have you lived in this community? \_\_\_\_\_

Highest education received or other educational experiences:  
\_\_\_\_\_

Hobbies or other civic interests:  
\_\_\_\_\_

Your current employer and job title:  
\_\_\_\_\_

Past work experience:  
\_\_\_\_\_

Other current or past community board or committee experience:  
\_\_\_\_\_

Church affiliation: \_\_\_\_\_

## **Consortium Board and Committee Commitment Form**

### Time commitments for board members:

- ✓ Commitment to a three (3) year appointment
- ✓ Attend 75% of monthly board meetings
- ✓ Attend board retreats or other special meetings

### Commitments for committee members:

- ✓ Actively participate in at least one special committee activity
- ✓ Attend special committee meetings as appropriate to chosen committee activity or otherwise report to the committee chair

### In addition, all board and committee members must:

- ✓ Accept Consortium's policies and mission
- ✓ Accept and sign the Consortium conflict of interest policy
- ✓ Make a personal financial donation within your means to the annual fund and significant major gift or capital projects
- ✓ Assist in the identification of donors and solicitation of donations
- ✓ Promote Consortium to the community
- ✓ Recruit and recommend prospective board members, advisory members, and others who will help Consortium forward its mission

### Knowledge and preparation:

- ✓ Educate myself on Consortium, its history, goals, clients/constituency, staff, current situation, problems and needs !
- ✓ Keep abreast of national, state and local trends that affect Consortium and its clients or constituency
- ✓ Educate myself on the roles and responsibilities of the board as a whole, as well as those of individual board members

### Participation:

- ✓ Participate in the tasks of the board
- ✓ Be an enthusiastic and knowledgeable voice for Consortium
- ✓ Act as an advocate for Consortium and the people we serve
- ✓ Contribute financially to Consortium/provide fund raising contacts/in-kind donations
- ✓ Participate in discussions at meetings, ask probing questions and seek relevant answers before voting

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Signature !

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Date

## Appendix – 4 §

### BYLAWS

#### XYZ Consortium

##### ARTICLE 1: NAME

(1) & The name of this corporation is **XYZ Consortium**.

##### ARTICLE 2: PURPOSES

This Corporation exists exclusively for the following purposes:

1. & to perform the to raise funds to support XYZ Consortium and its mission.
2. & any other purpose consistent with corporate documents, approved by the Board of Directors, and consistent with the laws of Texas and the United States.

In addition, the Corporation exists for the purposes of performing all things incidental or appropriate to achieving its purposes. However, the Corporation will not, except to an insubstantial degree, engage in any activities or exercise any powers that do not further its specific and primary purposes as set forth in this Article.

This Corporation will hold and may exercise all such powers as the laws of the State of Texas confers upon a nonprofit corporation and as may be necessary or expedient to administer the affairs and attainment of the purposes of the Corporation, provided, however, that in no event will the Corporation engage in activities which are not permitted to be carried on by a corporation exempt under Section 501(c)(3) of the Internal Revenue Code.

##### ARTICLE 3: PRINCIPAL OFFICE

The principal office for the transaction of the business of the Corporation is fixed and located at 448 Where Ever St., Everywhere, Texas. The Board of Directors may at any time change the location of the principal office from one location to another within All County, Texas.

##### ARTICLE 4: NONPARTISAN ACTIVITIES

This Corporation has been formed under the Texas Non-Profit Corporation Act for the purposes described and set forth in Article 2 herein, and it will be nonprofit and nonpartisan. No substantial part of the activities of the Corporation will consist of the publication or dissemination of materials with the purpose of attempting to influence legislation, and the Corporation will not participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office.

## ARTICLE 5: DEDICATION OF ASSETS

The properties and assets of the nonprofit Corporation are irrevocably dedicated to the purposes described and set forth in Article 2 herein. No part of the net earnings, properties, or assets of this Corporation, on dissolution or otherwise, will inure to the benefit of any private person or individual, or any director or officer of this Corporation. On liquidation or dissolution, all remaining properties and assets of the Corporation will be distributed and paid over to an organization, dedicated to the purposes set forth in Article 2 herein, which has established its tax-exempt status under Internal Revenue Code Section 501(c)(3).

## ARTICLE 6: BOARD OF DIRECTORS

**Section 6.01. Powers.** Subject to the provisions and limitations of the Texas Non-Profit Corporation Act and any other applicable law, and subject to limitations in the Articles of Incorporation or Bylaws, the business affairs of the Corporation will be managed, and all corporate powers will be exercised, by the Board of Directors. The Board of Directors may delegate some of its authority and power to a committee (however composed), or other person or persons, provided that the activities and affairs of the Corporation will be managed and all corporate powers will be exercised under the ultimate direction of the Board of Directors.

**Section 6.02. Number of Directors.** In accordance with the relevant provisions of the Texas Non-Profit Corporation Act, the authorized number of directors of the Corporation shall be no more than fifteen (15) and no less than seven (7) directors. The Board of Directors as it deems appropriate, may from time to time by amendment to the Bylaws authorize additional directors such that the total number of authorized directors is always an odd number. The President of the Corporation shall serve as Chair of the Board of Directors.

**Section 6.03. Election, Designation, and Term of Office of Board Directors.** The term for members of the Board of Directors is three (3) years. However, for continuation of leadership, a staggered election scheme is adopted. The initial Board of Directors will draw lots: three directors shall serve for three (3) years, two directors for two (2) years, and two directors for one (1) year. Thereafter, elections will be held each year so that directors serve 3-year terms.

If the Board of Directors shall exercise its discretion to increase the number of authorized directors in accordance with Section 6.02 herein, the Board of Directors shall concurrently with any such increase determine whether the newly elected directors will serve three (3) year, two (2) year, or (1) year terms.

**Section 6.04. Vacancies.** The following will create a vacancy on the Board of Directors:

- (a) & The death or resignation of any director;
- (b) The declaration by resolution of a simple majority of the Board of Directors of a vacancy. After a director has missed two consecutive meetings, then the issue of

the continuation of that member of the Board shall be placed on the agenda for the following meeting. The Board shall then decide whether to declare a vacancy. No member of the Board may vote on the issue of whether their membership on the Board shall be continued, nor shall they be present for discussion and vote on such issue. Decision shall be by a simple majority of the members present and authorized to vote on the issue;

- (c) A two-thirds (2/3) vote of the members of the Board of Directors then authorized, removing a director for cause;
- (d) & A resolution by the Board of Directors of an increase in the authorized number of directors.

Except as provided in this paragraph, any director may resign effective upon giving written notice to the President of the Corporation, the Chair of the Board of Directors, the Secretary of the Corporation, or the Board of Directors, unless the notice specifies a later time for the effectiveness of the resignation. If the resignation is effective at a future time, the resignation must be given to the Board of Directors who may then elect a successor to take office when the resignation becomes effective. No director may resign when the Corporation would then be left without a duly elected director in charge of its affairs

A vacancy created by the removal of a director pursuant to this Section will be filled, by a majority of the directors present, assuming quorum requirements have been satisfied. Any Director so elected will serve for the remaining term of the replaced director.

A vacancy created by the expiration of the term of a director will be filled by a majority vote of the directors present, assuming quorum requirements have been satisfied.

No reduction of the authorized number of directors will have the effect of removing any director before that director's term of office expires.

**Section 6.05. Meetings of the Board of Directors** The Board of Directors will meet once each quarter. Board meetings will be called by the Chair of the Board of Directors and by written notice, or by telephonic notice, or electronic notice, at their addresses or telephones indicated in the records of the Corporation maintained in accordance with Section 11.02 herein. Meetings will be held at any place designated by resolution of the Board of Directors, or, if not designated, at the principal office of the Corporation. A meeting may be changed from the regularly designated location to any other place, provided that a reasonable effort has been made to notify all Directors. Any meeting may be held by telephone conference call, or by individual call, or by mail, fax, or by other appropriate electronic means so long as all directors can participate. Meetings held by telephone or fax need not be simultaneous but must be completed within a reasonable length of time.

Special meetings of the Board of Directors for any purpose can be called at any time by the Chair of the Board of Directors, or any two directors, or by the Executive Director of the Consortium. Notice of the date, time, and place of the special meeting will be communicated to each board member by, including but not limited to, telephone, facsimile, e-mail, express or first-class mail, addressed to the members of the Board of Directors at their addresses as indicated in the records of the Corporation maintained in accordance with Section 11.02 herein. All notices pursuant to this section will be given at least seven (7) days before the date of the meeting.

(2) The notice of regular or special meetings of the Board of Directors need not specify the purpose of the meeting. Exceptions to notice of a meeting include: waiver of notice; consent to meeting; waiver of approval of the minutes of the meeting, whether waiver was before or after the meeting; or to one who attends the meeting without protesting, prior to the meeting or at its commencement. The waiver of notice or consent need not specify the purpose of the meeting. All such waivers, consents, and approvals will be filed with the corporate records or made a part of the minutes of the meeting.

**Section 6.06. Action at a Meeting.** Presence of a simple majority of the current directors at a meeting of the Board of Directors constitutes a quorum for the transaction of business. Every act done or decision made by the quorum of the directors at a meeting will be regarded as the act of the Board of Directors. Directors may not vote by proxy, but see the provisions of 6.05 regarding presence by phone or other means. Adoption or revocation of a plan of merger; consolidation; voluntary dissolution; bankruptcy or reorganization; or for the sale, lease, or exchange of all or substantially all of the property and assets of the Corporation otherwise than in the usual and regular course of its business, requires the approval of two-thirds (2/3) of the number of directors of the Corporation, as then authorized in accordance with Section 6.02 herein.

**Section 6.07. Adjourned Meeting and Notice.** A majority of the directors present, whether or not a quorum is present, may adjourn any meeting to another time and place. If the meeting is adjourned for more than twenty-four (24) hours, notice of any adjournment to another time or place will be given prior to the time of the adjourned meeting to the directors who were not present at the time of the adjournment. Such notice may be waived in the manner provided for in Section 6.05.

**Section 6.08. Action Without a Meeting.** Any action required or permitted to be taken by the Board of Directors may be taken without a meeting, if all members of the Board of Directors will individually or collectively consent in writing to such action. Such written consents shall be filed with the minutes of the proceedings of the Board of Directors. Such action by written consent will have the same force and effect as the unanimous vote of such directors.

**Section 6.09. Fees and Compensation.** Directors and members of committees of the Board of Directors and members of other committees, may not receive any compensation for their services or reimbursement of expenses except where it is determined to be in good faith and in the best interest of the Corporation where such service is in conformity with the purposes of the Corporation and reimbursement is reasonable as may be fixed by resolution of the Board of Directors.

## **ARTICLE 7: OFFICERS**

**Section 7.01. Duties.** The officers of the Corporation will consist of a President, Secretary, and Treasurer, and such other officers as the Board of Directors may from time to time deem appropriate. Any such officers elected by the Board of Directors pursuant to this Article must be members of the Board of Directors. In addition to the duties specified below, officers will perform all other duties customarily incident to their offices and as instructed by the Board of Directors.

**(a) President** Subject to the direction and control of the Board of Directors, the President is in charge of the business and affairs of the Corporation. The President may execute for the organization any contracts, deeds, mortgages, bonds, or other instruments which the Board of Directors has authorized and may accomplish such either individually or with the Executive Director, Secretary or Treasurer.

**(b) Secretary** is the secondary officer of the Board. In the absence of the President, or in the event of the President's inability or refusal to act, the Secretary will perform all the duties of the President, and when so acting will have all the powers of, and be subject to all the restrictions of, the President. The Secretary is responsible for recording the minutes of all the meetings of the Board of Directors, all notices in accordance with the provisions of these Bylaws, and serves as the custodian of the Corporation's records. The Secretary may sign with the President, Treasurer or with the Executive Director any contracts, deeds, mortgages, bonds or other instruments.

**(c) Treasurer** is the principal accounting and financial officer of the Corporation. The Treasurer will be in charge and responsible for the maintenance and accurate accounting of the books of the Corporation, will have charge, custody and responsibility of all funds and securities of the Corporation, and will be in charge and responsible for receipt and accounting of disbursements. The Treasurer will prepare statements of accounts on a monthly basis and financial reports as requested by the Board of Directors or officers of the Corporation. The Treasurer may sign with the President, Secretary, or with the Executive Director any contracts, deeds, mortgages, bonds or other instruments. The Treasurer will act as liaison to the independent accountant of the Corporation. The Treasurer shall be bonded.

**(d) Executive Director.** The Executive Director is the Chief Operating Officer for the corporation. (S)he is responsible for the day to day operation of the business of the corporation and for supervising the execution of resolutions and directives of the Board of Directors except in those instances in which that responsibility is assigned to another person by the Board of Directors. The Executive Director may execute for the organization any contracts, deeds, mortgages, bonds, or other instruments which the Board of Directors has authorized and may accomplish such either individually or with the President, Secretary or Treasurer.

(e) Two signatures will be required on all checks. Authorized signatures shall include those of the President, Secretary, Treasurer and Executive Director.

**Section 7.02. Election, Designation, and Term of Office of Officers.** All officers of the Corporation will be elected by a majority of the Board of Directors and will hold office for one year. Officers may be removed for cause by a majority vote of the Board of Directors. An officer, subject to any claim for breach of contract based on any contractual arrangements with the Corporation, may be removed at any time at the pleasure of the Board of Directors.

**Section 7.03. Vacancies.** Upon the removal, resignation, death, or incapacity of any officer, the Board of Directors will declare such office vacant and will replace the holder by majority vote. Unless otherwise specified, any resignation will take effect on the date of the receipt of such notice or at any later time and the acceptance of the resignation will not be necessary to make it effective.

Any officer may resign at any time by giving written notice to the Board of Directors, without prejudice to the rights, if any, of the Corporation under any contract to which such officer is a party.

## **ARTICLE 8: COMMITTEES**

**Section 8.01. Committees.** The Board of Directors may form and dissolve committees as needed by a majority vote of the members then in office, provided that a quorum is present. The Board of Directors may designate one or more alternate members of any committee, who may replace any absent member at any meeting of the committee. The appointment of members or alternate members of a committee requires the vote of a majority of the directors then in office, provided that a quorum is present.

Regardless of a Board of Directors resolution(s), no committee may:

- (a) Fill vacancies on the Board of Directors or in any committee;
- (b) Fix compensation of the directors for serving on the Board of Directors or on any committee;
- (c) Amend or repeal the Articles of Incorporation or Bylaws or adopt new bylaws;

- (d) Amend or repeal any resolution of the Board of Directors that by its express terms is not so amendable or repealable;
- (e) Appoint any other committees of the Board of Directors or the members of such committees;
- (f) Approve ~~a~~ plan of merger; consolidation; voluntary dissolution; bankruptcy or reorganization; or for the sale, lease, or exchange of all or substantially all of the property and assets of the Corporation; or revoke any such plan;
- (g) Approve any self-dealing transaction.

**Section 8.02. Meetings and Actions of Committees.** Meetings and actions of all committees will be governed by, and held and taken in accordance with, the provisions of Article 6 of these Bylaws, concerning meetings and actions of the Board of Directors, with such changes in the context of those Bylaws as are necessary to substitute the committee and its members for the Board of Directors, except that the time for regular meetings of committees may be determined either by resolution of the Board of Directors or by resolution of the committee. Special meetings of committees may also be called by resolution of the Board of Directors. Notice of special meetings of committees will also be given to any and all alternate members, who will have the right to attend all meetings of the committee. Minutes will be kept of each meeting of any committee and will be filed with the corporate records. The Board of Directors may adopt rules not inconsistent with the provisions of these Bylaws for the governance of any committee.

**Section 8.03. Executive Committee.** At the discretion of the Board of Directors, the Corporation may have an Executive Committee, which will be comprised of all of the officers of the Corporation and immediate past-President of the Corporation, (who shall serve in a non-voting ex-officio capacity), assuming the latter remains on the Board of Directors. Any such Executive Committee, unless limited by a resolution of the Board of Directors, between meetings of the Board of Directors will have and may exercise all the authority of the Board of Directors in the management of the business and affairs of the Corporation; provided, however, that the Executive Committee will not have the authority of the Board of Directors in reference to those matters enumerated in Article 10. The Secretary of the Corporation will send to each director a summary report of the business conducted at any meeting of the Executive Committee.

**Section 8.04. Advisory Committees.** The Board of Directors may from time to time as it deems appropriate constitute and have advisory committees for the Corporation. Any recommendations and/or suggestions from the advisory committees shall be for advisory purposes only, and shall be non-binding on the Board of Directors.

## ARTICLE 9: STANDARD OF CARE §

**Section 9.01. General.** Directors of the board will perform the duties of a director, including the duties as a member of any committee of the Board of Directors on which the director may serve, in good faith, in a manner such director believes to be in the best interest of this Corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like situation would use under similar circumstances.

In performing the duties of a director, a director will be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:

- a. One or more officers of the Corporation whom the director believes to be reliable and competent in the matters presented
- b. Counsel, independent accountants or other persons retained by the Corporation, as to matters which the director believes to be within such person's professional or expert competence; or
- c. A committee of the Board of Directors upon which the director does not serve, as to matters within its designated authority, which committee the director believes to merit confidence, so long as in any such case, the director acts in good faith, after reasonable inquiry when the need therefore is indicated by the circumstances and without knowledge that would cause such reliance to be unwarranted.

Except as provided in Section 9.03, a person who performs the duties of a director in accordance with the above will have no liability based upon any failure or alleged failure to discharge that person's obligations as a director, including, without limiting the generality of the foregoing, any actions or omissions which exceed or defeat a public or charitable purpose to which a corporation, or assets held by it, are dedicated.

**Section 9.02. Loans.** The Corporation will not make any loan of money or property to, or guarantee the obligation of, any director or officer; provided, however, that the Corporation may advance money to a director or officer of the Corporation or any subsidiary for expenses reasonably anticipated to be incurred in performance of the duties of such officer or director so long as such individual would be entitled to be reimbursed for such expenses absent such advance.

**Section 9.03. Self-Dealing Transactions.** Except as approved in Section 9.04 below, the Board of Directors will not approve a self-dealing transaction. A self-dealing transaction is one to which the corporation is a party and in which one or more of the directors has a material financial interest or a transaction between the Corporation and any person (other than a nonprofit corporation, tax exempt under Internal Revenue Code Section 501(c)(3)) in which one

or more of the directors has a material financial interest. A director will not be deemed to have a material financial interest in a contract or transaction that implements a charitable program of the Corporation solely because the contract or transaction results in a benefit to a director or his or her family by virtue of their membership in the class of persons intended to be benefited by the charitable program, as long as the contract or transaction is approved or authorized by the Corporation, in accordance with Section 9.04 herein, in good faith and without unjustified favoritism.

**Section 9.04. Approval.** The Board of Directors may approve a self-dealing transaction if the Board of Directors determines that the transaction is in the best interests of, and is fair and reasonable to, the Corporation and, after reasonable investigation into the facts and circumstances, determines that the Corporation could not have obtained a more advantageous arrangement with reasonable effort under the circumstances. Such determinations must be made by the Board of Directors, in good faith, with knowledge of the material facts concerning the transaction and the director's interest in the transaction, and by a vote of the majority of the directors then in office, provided that a quorum is present, and the presence of the interested director can be counted for purpose of the quorum but such a director's vote will not be counted for the matter at hand.

**Section 9.05. Indemnification.** To the fullest extent permitted by law, the Corporation will indemnify its directors and officers, including persons formerly occupying any such position, and the heirs, executors and administrators of such persons, against all expenses (including attorneys' fees and disbursements), judgments, fines, settlements, and other amounts actually and reasonably incurred by them in connection with any action, suit, or proceeding, including an action by or in the right of the Corporation, by reason of the fact that the person is or was a director or officer of the Corporation. Such right of indemnification will not be deemed exclusive of any other rights to which such person may be entitled apart from this Section 9.05.

To the fullest extent permitted by law and except as otherwise determined by the Board of Directors in a specific instance, expenses incurred by a person seeking indemnification in defending any action, suit, or proceeding will be advanced by the Corporation before final disposition of the proceeding upon receipt by the Corporation of a request for such. In the event that it is later determined that an individual is not qualified for indemnification, the Corporation reserves the right to reimbursement for the advancement of any such funds.

The Corporation will have power to purchase and maintain insurance to the full extent permitted by law on behalf of its officers and directors against any liability asserted against or incurred by such officers and directors in such capacity or arising out of the officers and directors' status as such.

## ARTICLE 10: EXECUTION OF CORPORATE INSTRUMENTS

Except as provided in Section 7.01(e) herein, the Board of Directors may, in its discretion, determine the method and designate the signatory officer or officers or other person or persons, to execute any corporate instrument or document, or to sign the corporate name without limitation, except when otherwise provided by law, and such execution or signature will be binding upon the Corporation.

Unless otherwise specifically determined by the Board of Directors or otherwise required by law, formal contracts of the Corporation, promissory notes, deeds of trust, mortgages, and other evidences of indebtedness of the Corporation, and other corporate instruments or documents will be executed, signed, or endorsed by the President either individually or with the Secretary or Treasurer, as provided in Sections 7.01(a), (b) and (c) herein.

All checks and drafts drawn on banks or other depositories on funds to the credit of the Corporation, or in special accounts of the Corporation, will be signed by such officers in accordance with Section 7.01(e) herein.

## ARTICLE 11: RECORDS AND REPORT

**Section 11.01.** Maintenance and Inspection of Articles and Bylaws. The Corporation will keep at its principal office in this state, the original or a copy of its Articles of Incorporation and Bylaws as amended or restated, to date, which will be open to inspection by the directors at all reasonable times during office hours.

**Section 11.02.** Maintenance and Inspection of Other Corporate Records. The Corporation will keep adequate and correct books and records of accounts; written minutes of the proceedings of its Board of Directors, and committees of the Board of Directors; and a record of each director's and officer's name and address, and such record keeping shall be the obligation of the Secretary and the Treasurer of the Corporation in accordance with Section 7.01(b) and (c). All such records will be kept at such place or places designated by the Board of Directors, or, in the absence of such designation, at the principal office of the Corporation. The minutes will be kept in written or typed form, and other books and records will be kept either in written or typed form or in any other form capable of being converted into written, typed, or printed form. Upon leaving office, each officer of the Corporation will turn over to his or her successor or the Chair of the Board of Directors, in good order, such corporate monies, books, records, minutes, lists, documents, contracts or other property of the Corporation as have been in the custody of such officer, employee, or agent during his or her term of office and the Chair of the Board shall then turn over such items to the successors of the Corporation.

Every director will have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the Corporation and each of its subsidiary corporations. The inspection may be made in person or by an agent or attorney, and will include the right to copy and make extracts of documents at the expense of the requesting director.

**Section 11.03. Reports.** The Board of Directors will cause an annual report to be sent to all directors of the Corporation, within 120 days after the end of the Corporation's fiscal year, containing the following information:

- (a) & The assets and liabilities, including the trust funds, of the Corporation at the end of the fiscal year;
- (b) & The principal changes in assets and liabilities, including trust funds, during the fiscal year;
- (c) & The revenues or receipts of the Corporation, both unrestricted and restricted for particular purposes, for the fiscal year; and
- (d) & The expenses or disbursements of the Corporation, for both general and restricted purposes, during the fiscal year.

The report will be accompanied by any pertinent report of independent accountants, or, if there is no such report, the certificate of an authorized officer of the Corporation that such statements were prepared without audit from the books and records of the Corporation.

## **ARTICLE 12: FISCAL YEAR**

The fiscal year of the Corporation will run on the calendar year, and on a cash accounting basis.

## **ARTICLE 13: AMENDMENTS AND REVISIONS**

Subject to the rights of the directors under this Article 13, the Board of Directors may adopt, amend, or repeal these Bylaws by affirmative vote of a majority of the authorized directors then in office pursuant to Section 6.02 herein, unless the action would materially and adversely affect the purposes of the Corporation set forth in Article 2 herein. Proposed amendments to these Bylaws must be in writing and sent to the Board of Directors at least seven (7) days in advance of the Board of Directors' meeting at which they will be considered for adoption. The Board of Directors may not extend the term of a director beyond that for which the director was elected.

If any provision of these Bylaws requires a vote that is less than what is otherwise required by law, that provision may not be amended or repealed except by that greater vote.

**ARTICLE 14: CONSTRUCTION AND DEFINITIONS**

Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the Texas Non-Profit Corporation Act as amended from time to time will govern the construction of these Bylaws. Without limiting the generality of the foregoing, the masculine gender includes the feminine and neuter, the singular number includes the plural and the plural number includes the singular, and the term "person" includes a corporation as well as a natural person. If any competent court of law will deem any portion of these Bylaws invalid or inoperative, then so far as is reasonable and possible (i) the remainder of these Bylaws will be considered valid and operative, and (ii) effect will be given to the intent manifested by the portion deemed invalid or inoperative.

**CERTIFICATE OF SECRETARY**

I, the undersigned, certify that I am the presently elected and acting as Secretary, and the above Bylaws, consisting of \_\_\_\_\_ pages, are the initial Bylaws of the Corporation as adopted by the Board of Directors on \_\_\_\_\_, 20\_\_\_\_, and that they have not been amended or modified since that date.

Executed on \_\_\_\_\_, 20\_\_\_\_, at \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
Secretary

## Appendix – 5 \$

### Mission Example

To deliver high-quality library services to our communities  
through resource sharing and collaboration.

## Appendix – 6

### **CONFLICT OF INTEREST POLICY**

The following statement of policy is adopted to assist all persons holding positions of responsibility and trust in Consortium or any of its Committees to avoid any actions or relationships which might give rise to a conflict of interest or to the appearance of a conflict of interest, and also to state for the record certain other ethical standards to be followed by this organization.

#### Purpose

It is imperative to the success of Consortium that there be a fully informed and responsive Executive Committee and Board. To accomplish this end, all Board members shall conduct themselves at all times in the best interest of the organization

#### Conflicts of Interest - Financial Interests

Each Director, Officer, and committee member shall fully disclose any and all financial interests involving themselves or one of their family members in regard to any matter, which is presented to the Board or a committee for a vote and shall abstain from voting on such matters. "Financial interests" include, but are not limited to:

1. An ownership, investment interest, or compensation arrangement with any entity with which Consortium has a transaction or arrangement;
2. A compensation arrangement with Consortium or with any entity or individual with which Consortium has a transaction or arrangement; or
3. A potential ownership, investment interest, or compensation arrangement with any entity or individual with which Consortium is negotiating a transaction or arrangement, including a commission or fee, share of the proceeds, the prospect of promotion or profit, or any other form of financial reward.

#### Family Relationships

The term "family member" as used herein includes: parents, in-laws, children, siblings, spouses, aunts, uncles, nieces, and nephews.

## Duty to Disclose

In connection with the actual or potential conflict of interest, an interested person must disclose the existence of his financial interest and all material facts to the Directors and members of committees with board-delegated powers considering the proposed transaction or arrangement.

## Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, the interested party shall leave the board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

## Procedures for Addressing the Conflict of Interest

1. An interested person may make a presentation at the board or committee meeting, but after such presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction that results in the conflict of interest.
2. The President shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the board or committee shall determine whether Consortium can obtain a more advantageous transaction with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the board or committee shall determine by a majority vote of the disinterested Directors whether the transaction or arrangement is in Consortium's best interest and for its own benefit and whether the transaction is fair and reasonable to the organization. Consortium shall make its decision as to whether to enter into transaction or arrangement in conformity with such determination.

## Violations of the Conflict of Interest Policy

1. If the board or committee has reasonable cause to believe that a person has failed to disclose actual or possible conflicts of interest, it shall inform the person of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

2. If, after hearing the response of the person and making such further investigation as may be warranted in the circumstances, the board or committee determines that the person has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

### Recordings and Proceedings

The minutes of the board and committees with board- delegated powers shall contain:

1. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the board's or committee's decision as to whether a conflict of interest in fact existed; and
2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection therewith.

Directors and employees of the Corporation may not receive a gift, or a series of gifts, from contractors or businesses, who have performed services for the Corporation within the past 12 months, without prior approval of a majority vote of disinterested Directors. Directors and employees of Consortium shall also gain approval by majority vote of disinterested Directors to personally employ contractors and businesses, which have performed services for Consortium within the past 12 months.

### Additional Provisions

- A. Directors shall put forth their best effort to attend all meetings and constructively participate in the meetings.
- B. Directors shall be responsible for insuring that adequate and correct information is presented to their constituents and the public.
- C. Directors shall exercise good judgment in the control and use of confidential information that may from time to time come into their possession. No Director shall use confidential information gained by reason of being a member of the Board of Directors for personal gain to the detriment of Consortium.
- D. Each Director shall serve as a public relations agent for Consortium and therefore shall work diligently and properly to promote its goals and objectives while keeping abreast with its overall progress.

E. Except for voting at properly called meetings of the Board of Directors, board members shall refrain from entering into the direct day-to-day administration of the program unless they are doing so upon express authority given to them by Resolution of the Board of Directors.

F. The Executive Committee shall be charged with the responsibility of reviewing any allegations of Directors violating this code or acting in any way, which is detrimental to the success of Consortium and make recommendations to the full Board for final action.

### Annual Statement

Each Director, officer, and committee member with board-delegated powers shall annually sign a statement, which affirms that such person:

- A. Has received a copy of the Conflict of Interest policy;
- B. Has read and understands the policy;
- C. Has agreed to comply with the policy; and
- D. Understands that Consortium is a charitable organization and that in order to maintain its federal tax exemption it must engage primarily in activities, which accomplish one or more of its tax-exempt purposes. A conflict of interest includes both a financial conflict of interest and an emotional conflict of interest.

**Conflict of Interest Statement and Disclosure &  
For Members of the Board of Directors &**

I understand that as a member of the Board of Directors ("Board") of Consortium that I represent and warrant that I (or a member of my immediate family) shall not derive any personal profit or gain, directly or indirectly, by reason of my participation on the Board. I agree to disclose any personal interest or potential conflicts of interest that I may have in any matter pending before the Board and shall refrain from participation in any decision on such matter.

\_\_\_\_\_ I do not have any potential conflicts of interest to disclose at this time.

\_\_\_\_\_ I have the following conflict(s) of interest:

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By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
[Printed Name]

\_\_\_\_\_  
[Date]

## Appendix – 7

### **Ten Basic Responsibilities of Nonprofit Boards**

#### **DETERMINE THE ORGANIZATION'S MISSION AND PURPOSE**

A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board of directors' responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.

#### **SELECT THE EXECUTIVE**

Boards must reach consensus on the chief executive's job description and undertake a careful search process to find the most qualified individual for the position.

#### **SUPPORT THE EXECUTIVE AND REVIEW HIS OR HER PERFORMANCE**

The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of the chief executive's performance.

#### **ENSURE EFFECTIVE ORGANIZATIONAL PLANNING**

As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.

#### **ENSURE ADEQUATE RESOURCES**

One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff, if any, to raise funds from the community.

#### **MANAGE RESOURCES EFFECTIVELY !**

The board, in order to remain accountable to its donors, the public, and to safeguard its tax-exempt status, must ! assist in developing the annual budget and ensuring that proper financial controls are in place. !

#### **DETERMINE AND MONITOR THE ORGANIZATION'S PROGRAMS AND SERVICES !**

The board's role in this area is to determine which programs are the most consistent with an organization's mission, ! and to monitor their effectiveness. !

#### **ENHANCE THE ORGANIZATION'S PUBLIC IMAGE**

An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.

#### **SERVE AS A COURT OF APPEAL**

Except in the direst of circumstances, the board must serve as a court of appeal in personnel matters. Solid personnel policies, grievance procedures, and a clear delegation to the chief executive of hiring and managing employees will reduce the risk of conflict.

#### **ASSESS ITS OWN PERFORMANCE**

By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievements and reach consensus on which areas need to be improved. Discussing the results of a self-assessment at a retreat can assist in developing a long-range plan.

## **Legal Duties of Nonprofit Board Membership**

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Legal liability for nonprofit organizations has been increasing to the point where charitable immunity affords little guarantee that an organization and its board cannot be sued. Boards must prepare themselves to deal with the possibility of legal suits. Risk insurance and indemnification are worthy options that can minimize liability, but the best protection is for the administrators and the board to let their decisions be guided by a sound knowledge of their fiduciary responsibilities. Those responsibilities fall into three categories: the standard of care, the duty of loyalty, and the duty of obedience.

Tremper and Babcock (1990).

**STANDARD OF CARE** A nonprofit board has a fiduciary responsibility to protect the assets of the organization. An organization's money, people, property, good will, and integrity are all considered assets. When a board member fails to protect them, the law considers the failure to be a breach in the duty of care. Consequently, a board member must always act in good faith and in the best interests of the organization.

In making good-faith decisions, the member may rely on information prepared by officers of the organization, by legal counsel, and by a committee of the board. The member can assume, with reasonable certainty that each source has acted responsibly and competently. However, because different states have varying degrees of protection for directors who delegate decision making to committees, board members and administrators are well-advised to check out the laws in their own state.

**DUTY OF LOYALTY** In the eyes of the law, board members owe the nonprofit organization the loyalty of placing **its interests above all others**. The preponderance of breach of loyalty suits occurs in two areas: conflict of interest and improper loans to board members.

Conflict of interest occurs in two ways:

- When a board member makes decisions out of self-interest or in the interest of only part of the institution instead of for the common good of the whole organization;
- When an institution makes a transaction with a business or organization that has a financial connection with a board member or a board member's family.

When financial connections exist, it is incumbent on the board member to refrain from involvement in any decision-making that is related to the connection.

To protect an organization from legal repercussions, its board should require board members to sign a written policy statement on conflict of interest when they join the board. Where it is unclear whether conflict of interest exists, the board can vote to decide, but the safest course of action is to seek legal counsel.

**DUTY OF OBEDIENCE** *Duty owed by agent (Board member) to principal (Board as a whole) to act within his/her actual authority and to follow the principal's instructions.*

## Fiduciary Roles of Boards

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1. ! One of the board's foremost responsibilities is to secure adequate resources for the ! organization to fulfill its mission. (Stewardship & Fundraising) !
2. ! Protect assets and provide proper financial oversight. The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
3. ! Ensure legal and ethical integrity. The board is ultimately responsible for adherence to legal standards and ethical norms.

### Specific questions board members should ask

3. ! Is our financial plan consistent with our strategic plan?
4. ! Is our cash flow projected to be adequate?
5. ! Do we have sufficient reserves?
6. ! Are any specific expense areas rising faster than their sources of income?
7. ! Are we regularly comparing our financial activity with what we have budgeted?
8. ! Are our expenses appropriate?
9. ! Do we have the appropriate checks and balances to prevent errors, fraud, and abuse?
10. ! Are we meeting guidelines and requirements set by our funders?

(Questions adapted from *The Financial Responsibilities of Nonprofit Boards* by Andrew Lang.)

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## Appendix – 8

### Potential Standing Committees

*The following descriptions are intended to portray various functions often conducted by standing board committees, i.e., committees that exist year round. Note that the following list is not intended to suggest that all of these committees should exist; it's ultimately up to the organization to determine which committees should exist and what they should do.*

Potential Standing Committees	Their Typical Roles
Board Development	Ensure effective board processes, structures and roles, including retreat planning, committee development, and board evaluation; sometimes includes role of nominating committee, such as keeping list of potential board members, orientation and training
Evaluation	Ensures sound evaluation of products/services/programs, including, e.g., outcomes, goals, data, analysis and resulting adjustments
Executive	Oversee operations of the board; often acts on behalf of the board during on-demand activities that occur between meetings, and these acts are later presented for full board review; comprised of board chair, other officers and/or committee chairs (or sometimes just the officers, although this might be too small); often performs evaluation of chief executive
Finance	Oversees development of the budget; ensures accurate tracking/monitoring/accountability for funds; ensures adequate financial controls; often led by the board treasurer; reviews major grants and associated terms
Fundraising	Oversees development and implementation of the Fundraising Plan; identifies and solicits funds from external sources of support, working with the Development Officer if available; sometimes called Development Committee
Marketing	Oversees development and implementation of the Marketing Plan, including identifying potential markets, their needs, how to meet those needs with products/services/programs, and how to promote/sell the programs
Personnel	Guides development, review and authorization of personnel policies and procedures; sometimes leads evaluation of the chief Executive; sometimes assists chief executive with leadership and management matters
Product / Program Development	Guides development of service delivery mechanisms; may include evaluation of the services; link between the board and the staff on program's activities
Promotions and Sales	Promotes organization's services to the community, including generating fees for those services
Public Relations	Represents the organization to the community; enhances the organization's image, including communications with the press

### **Potential Ad Hoc Committees:**

*The following descriptions are intended to portray various functions often conducted by ad hoc board committees, i.e., committees that exist to accomplish a goal and then cease to exist. Note that the following list is not intended to suggest that all of these committees should exist; it's ultimately up to the organization to determine which committees should exist and what they should do.*

Audit	Plans and supports audit of a major functions, e.g., finances, programs or organization
Campaign ( <i>nonprofit</i> )	Plans and coordinates major fundraising event; sometimes a subcommittee of the Fundraising Committee
Ethics	Develops and applies guidelines for ensuring ethical behavior and resolving ethical conflicts
Events (or Programs)	Plans and coordinates major events, such as fundraising ( <i>nonprofits</i> ), team-building or planning; sometimes a subcommittee of the Fundraising Committee
Nominations	Identifies needed board member skills, suggests potential members and orients new members; sometimes a subcommittee of the Board Development Committee
Research	Conducts specific research and/or data gathering to make decisions about a current major function in the organization

## About Committees

1. Establish committees when it's apparent that issues are too complex and/or numerous to be handled by the entire board.
2. For ongoing, major activities establish standing committees; for short-term activities, establish ad hoc committees that cease when the activities are completed. Standing committees should be included in the by-laws.
3. Committees recommend policy for approval by the entire board.
4. Committees make full use of board members' expertise, time and commitment, and ensure diversity of opinions on the board.
5. They do not supplant responsibility of each board member; they operate at the board level and not the staff level.
6. Committees may meet monthly (this is typical to new organizations, with working boards), every two months, or every three months; if meetings are not held monthly, attempt to have committees meet during the months between full board meetings.
7. Minutes should be recorded for all board meetings and for Executive Committee meetings if the ByLaws indicate the Executive Committee can make decisions in place of the board when needed.

## Developing Committees

1. Ensure the committee has a specific charge or set of tasks to address, and ensure board members understand the committee's charge
2. Have at least two board members on each committee, preferably three
3. Don't have a member on more than two committees
4. In each board meeting, have each committee chair report the committee's work since the past board meeting
5. Consider having non-board volunteers as members of the committee (*mostly common to nonprofits*)
6. Consider having a relevant staff member as a member of the committee as well
7. Committee chairs are often appointed by the board chair; consider asking committee members for a volunteer for committee chair
8. If committee work is regularly effective and the executive committee has a strong relationship with the chief executive, consider having board meetings every other month and committee meetings between the board meeting
9. The chief executive should service *ex officio* to the board and any relevant committees (some organizations might consider placing the chief executive as a member of the board -- this decision should be made very carefully)

## Appendix – 9 \$

### Sample Memorandum of Understanding

#### Between Friends and Libraries

The following will constitute an operating agreement between the Friends of the Anytown Public Library (Friends) and the Anytown Public Library (Library). It will stand until and unless it is modified by mutual agreement of the Friends executive board and the Anytown library administration. The Friends mission is to raise money and public awareness in the community to support the services and programs of the Library. As a non-profit, 501c3 organization, however, it is a legally distinct entity and is not a part of the Library.

**The Library** agrees to include the Friends in the long-term planning process to ensure that the Friends are aware of the goals and direction of the library.

**The Library** agrees to share with the Friends the library's strategic initiatives at the beginning of each fiscal year and discuss with Friends how their resources and support might help forward these initiatives.

**The Library** agrees to supply the Friends with a "wishlist" each year that indicates the anticipated needs for Friends support.

**The Library** agrees to provide the Friends with staff support to assist them with development of the newsletter, mass mailings, meeting coordination, and Friends promotional materials.

**The Library** agrees to provide public space for Friends membership brochures and promotional materials.

**The Library** agrees to provide the Friends with space in the Library for book storage and sorting, book sales, and office needs.

**The Friends** agree to publicly support the Library and its policies.

**The Friends** agree to include a member from the library's administration as a non-voting presence at all Friends' meetings and to allow room on the agenda for a library report.

**The Friends** agree that any and all monies raised will be spent exclusively for library programs, services, and other Library defined needs unless otherwise agreed to by both the Friends and the Library.

**The Friends** agree that the library administration has the final say in accepting or declining any and all gifts made to the library.

**The Friends** agree to engage in advocacy efforts on behalf of the Library under the guidance of the Library and the Library's Board of Trustees.

**The Friends** agree that if they cease to actively fundraise and promote the Library, they will disband allowing for a new Friends group to be established in the future.

## **Appendix – 10**

### **Definition of a Library Consortium**

#### **A Library Consortium:**

Manages a shared library system

Provides cost effective services

Provides avenue for collaboration

Provides a venue for Librarians to access expertise in the field

Provides a venue for shared experiences

Manages access to licensed resources

Manages access to digitalized local collections

Supports rural libraries and systems through technology, fundraising expertise and other resources

**Appendix – 11 \$**  
**Nonprofit Alliance Group (2) \$**

**Appendix – 12 \$**  
**Sexual Harassment (5) \$**

## **Appendix – 13 §**

### **Equal Employment Opportunity Policy Number \_\_\_\_**

**APPROVED BY:**  
**EFFECTIVE DATE:**  
**LAST REVISION:**

#### **Purpose:**

To state the commitment of the system to Equal Employment Opportunity.

#### **Policy:**

1. The XYZ Company is an equal opportunity employer. No person is unlawfully excluded from consideration for employment because of race, color, religious creed, national origin, ancestry, sex, age, veteran status, martial status or physical challenges.
2. The policy applies not only to recruitment and hiring practices, but also includes affirmative action in the area of placement, promotion, transfer, rate of pay and termination.
3. Executive, management and supervisory levels have the responsibility to further the implementation of this policy and ensure conformance by subordinates.
4. Any XYZ Company employee who engages in discrimination will be subject to suspension or termination.
5. Any supervisory or managerial employee who knows of such behavior and fails to take immediate and appropriate corrective action will also be subject to disciplinary action.
6. Any individual who is the target of discrimination is encouraged to discuss the matter with the Department Director.
7. Any individual who feels such a discussion would be or has been futile, unsatisfactory or counterproductive should contact the Human Resources Department.

8. A member of the Human Resource staff will be designated to investigate the claim.
9. The accused individual may be suspended pending the outcome of the investigation.
10. Retaliation against claimants will not be tolerated.

XYZ Company is proud to be an equal opportunity employer. We are committed to providing equal employment opportunities to you and all other persons without regard to race, creed, color, religion, national origin, sex, marital status, citizenship status, age, veteran status or disability.

Furthermore, we will not tolerate any form of discrimination or harassment of our employees by co-workers, supervisors, customers, or vendors. This commitment extends to our policies on recruiting, advertising, hiring, placement, promotion, training, transfer, wages, benefits, termination and all other privileges, terms and conditions of employment.

## **Appendix - 14 \$**

### **Onboarding \$**

## Appendix – 15

**Employee Name:** \$

**Review Date:** \$

**Hire Date:** \$

**Reviewer:** \$

**Next review date:** \$

### **1. \$ Major accomplishments**

- List them here

### **2. \$ Effectiveness in fulfilling your role**

- Discuss and provide specific examples

### **3. \$ Quality of your work**

- Discuss and provide specific examples

### **4. \$ Planning and executing your work**

- Discuss and provide specific examples

### **5. \$ The effectiveness of your communication: within team, with advisory board directors, with Friends of Library volunteers, with Library Director**

- Team
- Directors
- Volunteers
- Library Director

### **6. \$ Developmental opportunities**

- Discuss and provide specific examples and timeliness for achievement

16

Annual Performance Form (4 pages) &

**Appendix – 17 \$**

## **Strategic Technology Plan Template !**

## Overview

*This section is intended to provide a overview of your organization and its strategic goals. It is also intended to make a link between your strategic goals and your technology goals.*

## About Our Organization

*A quick description of what your organization does and who it serves. It might also include a copy of your mission statement.*

## Organizational Goals

*A bullet list of the goals / objectives in your organization's current strategic plan. If you don't have a current strategic plan, a list of program areas and projects could be included here.*

## Technology Goals

*A mapping between your strategic goals and your tech goals. This can be done in table format as outlined in the following example:*

<b><i>Goals from strategic plan</i></b>	<b><i>Technology related goals</i></b>
Improve service to clients by making it easier from staff in all program areas to work together on client cases.	Upgrade organizational database systems so that they can be used as an integrated case management system across all program areas.
Increase number of past clients that stay connected to the organization as donors or volunteers.	Create monthly e-newsletter that informs past clients of happenings and volunteer opportunities in our organization.
<i>And so on ...</i>	

# Technology Assets

*This section describes the current state of technology within your organization.*

## Technology Infrastructure

*This section should describe the infrastructure that an organization has – computers, internet connections, printers, etc.*

<i>Item</i>	<i>Description</i>	<i>Replacement</i>
Desktop computers	Four desktop computers. All are P4 systems running Windows purchased in 2005.	Replace in late 2011 with new machines. Consider moving to Linux at this time.
Laptop computers	One laptop shared amongst all staff. Purchased in 2004.	Replace in late 2010.
Servers	None	None
Internet connection	Dedicated ADSL connection shared over the LAN.	Ongoing cost.
Printers	One black and white laser printer shared amongst all four computers.	As needed.
LAN	Local area network in place for all computers. Peer to peer network within office.	Replace as needed. Consider wireless for guests next year.
<i>Add more as needed ...</i>		

### Additional Information

*Provide additional information about technology infrastructure needs. Questions to consider include:*

- How many staff need full time computer access? How many additional computers are needed for part time staff and volunteer computer access?*
- How many locations does the organization have? Do all locations have a LAN, a printer and high speed Internet access?*
- Are there areas where software upgrades and replacements are needed?*
- What is the plan for providing technical support for staff and volunteers?*

## Software4

This section should describe the software, databases, websites and online tools that you currently use in your organization. The first few rows of the table are filled out as an example. Items in **bold** are recommended basics for all organizations.

<u>Category4</u>	<u>Do you have it?</u>	<u>What are you using?</u>
Operating System & Server		
<b>Operating System</b>	Yes	Windows XP, one computer with Ubuntu
Server	No	
Office Productivity		
<b>Productivity Suite</b> (Word Processor, Spreadsheet, Presentation)	Yes	Microsoft Office 2003, one computer with OpenOffice
PDF Tools	No	
<b>Backup &amp; Recovery</b>	Yes	Files are stored in Dropbox and backed up to an external hard drive that is kept off-site overnight
<b>Security</b>	Yes	Symantec on computers has expired – need to renew
Communication		
<b>Email</b>		
Instant Messaging		
Web Conferencing		
Website		
Social Media		
Newsletter		
Advocacy		
Collaboration		
File Sharing		
Document Collaboration		
Data and Relationship Management		
Data Tracking		

Constituent Relationship Management (CRM)		
Analysis, Reporting & Evaluation		
Scheduling & Project Management		
Scheduling/Calendar		
Project Management		
Human Resources		
Staff Management		
Volunteer Management		
Fundraising		
Layout, Design & Media		
<b>Finance &amp; Accounting</b>		
Other		

## Technical Skills

*List all the technical skills of your staff and volunteers - e.g. writing HTML, social media, good at using Excel*

## Contractor Relationships

*List all your relationships - past and present - with contractors or IT companies who have done technology work for you.*

# Technology Assessment

## Strengths & Challenges

*Based on your assessment of technology assets, assess your organization's technology strengths and challenges.*

	<b>Strengths</b>	<b>Challenges</b>
Infrastructure	No servers to maintain as cloud alternatives are used instead.	Computers are old and slow
Software	New website that makes it easier to donate online and learn about our services	No CRM - information is scattered around organization in different places
Skills	Alice has experience using Salesforce at her previous job	Most staff are not strong at using technology
Contractor Relationships	Good relationship with company that built website, they have given us an ongoing maintenance contract for a reasonable cost	
Attitudes towards technology (management, staff, clients, board, funders, donors)	Board is very comfortable with technology and pushing us to improve in this area. Donors are increasingly giving online	Most staff are comfortable with their current processes and are reluctant to change. Hard to get funding for technology projects.
Resources (where you go to learn about technology or get help)		
Other		

## Identified Areas of Work

*Based on your strengths and challenges, list projects or areas you could work on. For each area, consider:*

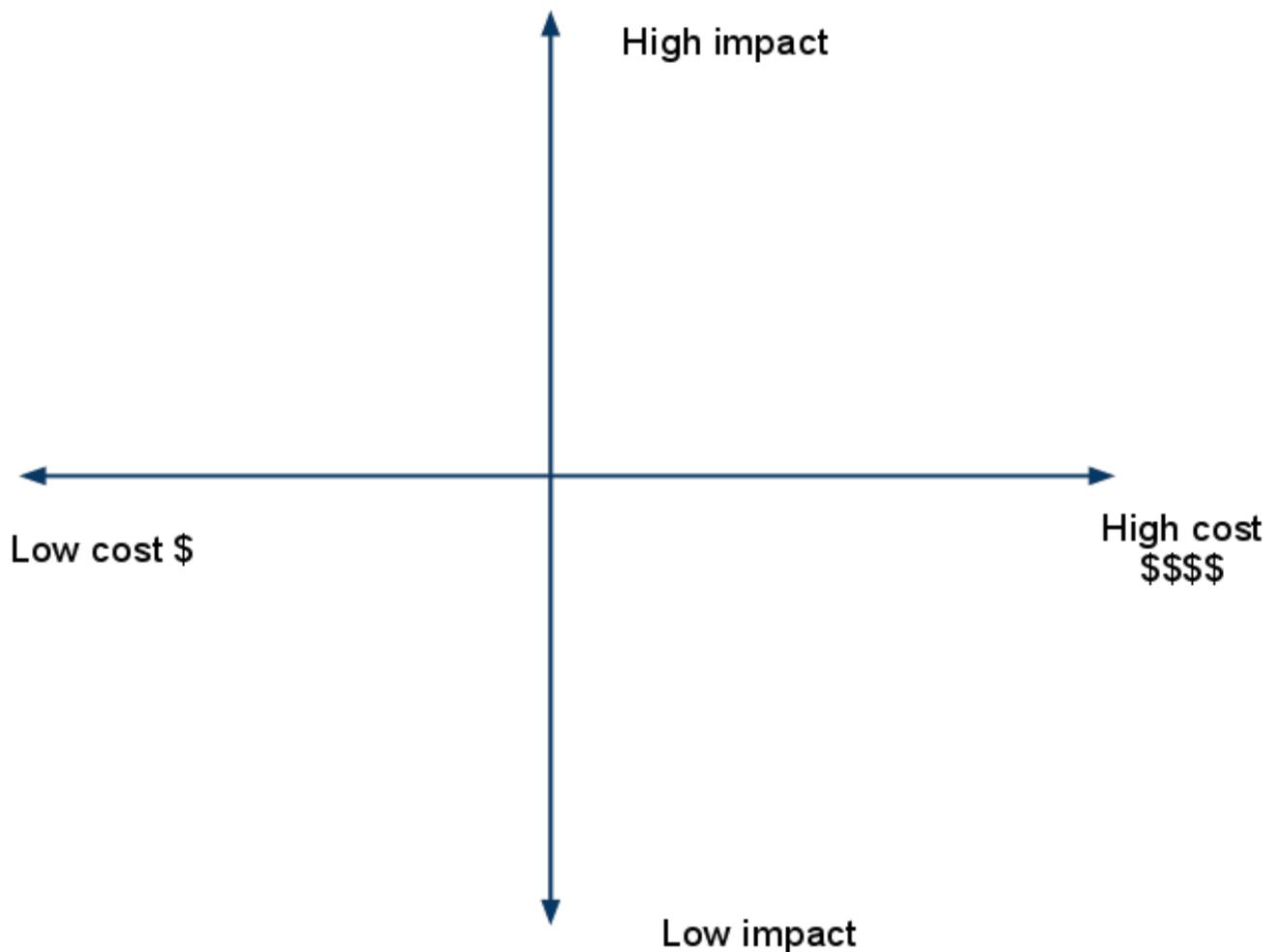
- 1. \$ how will this project help you meet your organization goals?*
- 2. \$ how much it might cost (high level estimate)*
- 3. \$ what are the other work and costs you will have to make this happen - e.g. training, data migration, new infrastructure, market research on donors*
- 4. \$ how you can use your strengths to assist you*
- 5. next steps to move forward on this project*

*To develop specific strategies around training and websites, see the Appendix.*

- Research, select and implement CRM
  - We want to be able to increase the size of our gala to raise more money, and also hold a golf tournament in the summer. To help us do this we need to have a better way of tracking donors, and also the other contributions they make, such as attending events and volunteering.
  - We can use an online CRM for \$-\$\$, however the migration and training will have a significant cost and effort associated
  - Alice has experience with using a CRM (Salesforce) - she can help us understand the benefits of a CRM and how to integrate it in our work, she can also help train other staff
  - Next steps: form a committee with staff from different areas to discuss our needs and do some initial research, including research into contractors to advise us on how to migrate.
  
- ! Train staff on how to use content management system for new website
- ! Upgrade computers

## Set Priorities

*Place the areas of work you have identified on the chart. You may want to do some research to see if your assessment of your projects is accurate (e.g. is your assessment of the cost realistic). In determining the impact, consider your mapping of organizational and technology goals. Based on this prioritizing, determine which projects you will actively pursue and which will have to be addressed later or in a more limited way.*



# Action Plan

*This section provides a high level list of all of the tasks required to implement your technology plan.*

<b>Name</b>	<b>Task</b>	<b>Due by</b>
<i>Alice</i>	<i>Research CRM options</i>	<i>Q2 - 2011</i>
<i>Jim</i>	<i>Replace all computers and upgrade to Windows 7</i>	<i>Q4 - 2012</i>

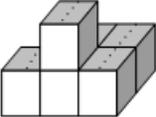
# Technology Budget

*This section provides a high level technology budget. An example is provided here (costs are not necessarily representative):*

<i>Item</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Notes</i>
Infrastructure and support	\$12,000	\$12,000	\$12,000	Four people / workstations x TCO cost of \$250/month per workstation.
Web site – baseline	\$5,000	\$5,000	\$5,000	Hosting and freelance webmaster
Web site - upgrades	\$2,000	\$0	\$0	New e-newsletter system
Strategic project – new CRM	\$0	\$12,000	\$2,000	Implementation in 2012 and training in 2013
<i>Total</i>	<i>\$19,000</i>	<i>\$29,000</i>	<i>\$19,000</i>	

# Suggested External Partnership Model

Developed by: Ontario IMIT Network

ACTIVITY	PARTNER
Business Requirements Gathering and Documentation	 Volunteer Board Member
User Requirements Documentation and Project Management Support	  Individual Consultant      Volunteer Board Member
Hardware and Software	 Large IT Company
Technical Development and Implementation	  Charities and Non-profits      Small IT Company
Daily Updates and Maintenance	 Volunteer
Ongoing Maintenance, Upgrades, and Support	 Charities and Non-profits

# Appendix A: Training and Support \$

*This section describes the approach that will be taken to providing training and support within an organization. Issues and challenges to consider in this section include:*

- *Providing ongoing training to deal with turnover of staff and volunteers.*
- *Defining baseline technology skill sets and a method for ensuring that relevant staff and volunteers have these skills.*
- *Creating a process for writing technology training objectives into staff members' ! personal development plans or other annual planning/evaluation processes. !*
- *Accommodating different learning styles by offering access to different kinds of training – mentoring, mini-classes, formal classroom training, self-paced online training. Most kinds of training can be found from outside training providers, which keeps costs low and quality high.*
- *Promoting just in time learning by keeping a collection of up to date reference books and offering staff and volunteers a collection of technical support bookmarks that provide useful reference material.*

# Appendix B: Website

*This section describes your organization's current and future website strategy.*

## Audience

*A brief profile of the main audiences that the organization is trying to reach online. Also, a description of the information and services that these audiences are seeking on the web site.*

## Web site description

*An overview of the basic functions needed to meet the needs of the audiences described above (e.g. a calendar of workshop dates or an e-newsletter). This can be done using a simple bullet list or table.*

## Web site upgrades

*Description of new features and functions need to be added to the web site in order to meet objectives outlined in the strategic tech goals section of the plan.*

## Web site marketing

*Description of methods that are or will be used to regularly market and promote the web site.*

18

Strategic Tech Plan (7 pages) &

## Appendix – 19

# Marketing plan template

### 1. Executive summary

This summary is a great place to give the reader of your plan a general overview of the goals of your business as well as the marketing strategy you're looking to employ. The reader needs this summary to get a quick glance at your business and the overall goals of your marketing plan.

### 2. Mission statement

Here is where you describe your company's values and how they relate to your overall goals as an organization. Here are some good questions to get you thinking:

- What does your company do today?
- What's important to your company?
- What would your company like to do in the future?
- What is your brand identity?
- What's your culture like?
- How does your company benefit customers, employees and stakeholders?

### 3. Target markets

This is one of the most important parts of your marketing plan: establishing who you want to market your product to. Without a defined group of people, the money you spend on marketing will be a waste. Think of it like this: There are a group of people in the world today who need your service or product but don't know it exists yet. Who are those people? Here are some other questions for brainstorming:

- What is the demographic of your customers (gender, age, income, education, etc.)?
- What are their needs and interests?
- What's their psychographic profile (attitudes, philosophies, values, lifestyle, etc.)?
- How do they behave?

- What are some existing products they use?

#### **4. Products and services**

Your product or service is (obviously) the center of your business. In this section, think critically about what you offer your customers.

- What do you make or provide for customers?
- What are your customers' needs?
- How does your product or service fulfill customers' needs?
- What value do you add to your customers' lives?
- What type of product or service are you offering?

#### **5. Distribution channels**

At this point in the report, you should transition more into actual marketing theory and practices. Distribution channels are avenues you can use to reach a customer or business. It's important to think of all current and potential sales channels. Some include examples of sales channels include:

- Website
- Retail
- Mobile
- Social media
- Email
- Resellers

#### **6. Competitive profile**

One of the major aspects of your marketing plan is developing your unique selling proposition. A USP is a feature or stance that separates your product or service from those offered by competitors. It's all about differentiation, and distinguishing your company as a sole proprietor of one type of good or service can help your business tremendously. Here are some ideas to consider:

- What's your USP?
- Who are your competitors? What do they offer?
- What are the strengths and weaknesses of your competition?
- What needs of the market (or customer) are not being served? What can you do to meet those needs?

## **7. Pricing strategy**

Pricing is something you should consider while developing your marketing plan. Developing the right pricing strategy can help you better market your product.

- What are reasonable margins to make a profit and cover the costs of production?
- Is there a market for products or services at your projected price point?
- Are you willing to sacrifice profit margins in return for a greater market share?
- What are your marketing and distribution costs?

## **8. Marketing strategy**

In this section, break down what channels are available for you to market your product. Think of which channels would be most effective in communicating your story and persuading your target audience. If your target audience is social media savvy, for example, it may be better to utilize those channels instead of radio or print media. Here is a list of channels to get you started:

- Print (newspapers, magazines, brochures, catalogs, direct mail)
- Broadcast (TV, radio)
- Press releases
- Trade shows, product demonstrations, event marketing
- Online advertising
- Social media
- Online sales
- Joint marketing with other companies

## **9. Objectives**

After determining what channels you can use to communicate your message, think about what exactly you want to accomplish. This should involve specific goals related to market penetration and revenue targets. Here are some things to consider:

- Sales quotas
- Number of new customers gained
- Customer retention percentages
- Revenue targets
- Market penetration
- Brand awareness
- Website traffic

## **10. Action plans**

With all of the above items outlined, determine what actual steps need to be taken to enact your marketing plan. This includes determining the proper steps, setting goals, breaking down responsibilities and establishing an overall timeline. It's also important to brainstorm potential roadblocks your business could face and some solutions to overcome them.

## **11. Financial projections**

This step can allow you to establish a realistic budget and better understand what your marketing plan will look like from a cost perspective. In addition to setting a budget, make sure you consider the overall return on investment as well. Here are some other financial projections to consider:

- Cost of implementation
- Cost to produce product or service
- Existing and projected cash flow
- Projected sales
- Desired profit margin on projected sales

## **Bottom line**

A marketing plan can serve as a road map, and should be updated as your business grows and changes. Brainstorming and setting goals is a major step for any business toward growth. Developing a marketing plan can set your business up for continued success – it allows you to prepare for the unexpected and establish your brand in the lives of your target audience.

(Name of Organization & logo)

**ACCOUNTING  
POLICIES AND PROCEDURES  
SAMPLE MANUAL**

(Date)

**Note: this sample manual is designed for nonprofit organizations with the following staff involved with accounting processes:**

- Executive Director/CEO
- Operations Director/Finance Director
- Bookkeeper

**Organizations with more staff than these involved with accounting may not find this sample manual relevant. The intent of the authors is not to prescribe the processes and policies described in the sample manual, but to provide a template that will make it easier for organizations to create such a manual than if they were starting from scratch.**

-- Deborah Connors, with assistance from Meredith Clark and Steve Zimmerman, C.P.A.

Legal disclaimer to users of this sample accounting manual:

The materials presented herein are for general reference only. Federal, state, and/or local laws, or individual circumstances, may require the addition of policies, amendment of individual policies, and/or the entire Manual to meet specific situations. These materials are intended to be used only as guides and should not be used, adopted, or modified without the advice of legal counsel. These materials are presented, therefore, with the understanding that the California Association of Nonprofits is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional should be sought.

## Table of Contents

I. Introduction.....	75
II. Division of Responsibilities .....	76
Board of Directors .....	76
Executive Director/Chief Executive Officer .....	76
Operations Manager (Finance Director) .....	76
Bookkeeper.....	77
III. Chart of Accounts and General Ledger .....	78
IV. Cash Receipts .....	79
V. Inter-Account Bank Transfers.....	80
VI. Cash Disbursements & Expense Allocations .....	81
VII. Credit Card Policy and Charges.....	83
VIII. Accruals .....	84
IX. Bank Account Reconciliations .....	85
X. Petty Cash Fund .....	86
XI. Property and Equipment .....	87
XII. Personnel Records.....	88
XIII. Payroll Processing.....	89
XIV. End of Month and Fiscal Year End Close .....	90
XV. Financial Reports.....	91
XVI. Fiscal Policy Statements.....	92

## I. Introduction

The purpose of this manual is to describe all accounting policies and procedures currently in use at (**Organization**) and to ensure that the financial statements conform to generally accepted accounting principles; assets are safeguarded; guidelines of grantors and donors are complied with; and finances are managed with accuracy, efficiency, and transparency.

All (**Organization**)'s staff with a role in the management of fiscal and accounting operations are expected to comply with the policies and procedures in this manual.

These policies will be reviewed annually and revised as needed by the staff and approved by the Executive Director and Finance Committee of the Board of Directors.

## II. Division of Responsibilities

*The following is a list of personnel who have fiscal and accounting responsibilities:*

### Board of Directors

1. Reviews and approves the annual budget
2. Reviews annual and periodic financial statements and information
3. Reviews Executive Director's performance annually and establishes the salary
4. Two members of the board will be appointed by the board to be authorized signers on the bank accounts
5. Reviews and approves all contracts over **(\$00,000)**
6. Reviews and approves all non-budgeted expenditures over **(\$00,000)**
7. **Reviews and advises staff on internal controls and accounting policies and procedures**
8. **Determines whether the organization should have an audit and, if so, chooses and contracts with the auditor**

### Executive Director/Chief Executive Officer

1. Reviews and approves all financial reports including cash flow projections
2. Sees that an appropriate budget is developed annually
3. Reviews and signs all issued checks and/or approves check signing procedures
4. Reviews and approves all contracts under **(\$00,000)**
5. Reviews and approves all grant submissions
6. Approves inter-account bank transfers
7. Is on-site signatory for all bank accounts
8. Opens all bank statements, reviews for any irregularities, and reviews completed monthly bank reconciliations
9. Oversees the adherence to all internal controls

### **Operations Manager (Finance Director)**

1. Approves all program expenditures (may be done by a Program Manager at larger organizations)
2. Monitors program budgets
3. Reviews all payrolls and is responsible for all personnel files
4. Reviews and manages cash flow
5. Reviews and approves all reimbursements and fund requests

6. Processes all inter-account bank transfers
7. Assists Executive Director with the development of annual and program budgets
8. Reviews all incoming and outgoing invoices
9. Manages the petty cash fund
10. Receives and opens all incoming accounting department mail except bank statements
11. Monitors and manages all expenses to ensure most effective use of assets
12. Monitors grant reporting and appropriate release of temporarily restricted funds
13. Oversees expense allocations
14. Monitors and makes recommendations for asset retirement and replacement
15. Reviews, revises, and maintains internal accounting controls and procedures
16. Initiates donor thank you letter acknowledgements
17. Reviews all financial reports

#### Bookkeeper

1. Overall responsibility for data entry into accounting system and integrity of accounting system data
2. Processes invoices and prepares checks for signature
3. Makes bank deposits
4. Processes payroll
5. Maintains general ledger
6. Prepares monthly and year-end financial reports
7. Reconciles all bank accounts
8. Mails vendor checks
9. Manages Accounts Receivable

### **III. Chart of Accounts and General Ledger**

*(Organization) has designated a Chart of Accounts specific to its operational needs and the needs of its financial statements. The Chart of Accounts is structured so that financial statements can be shown by natural classification (expense type) as well as by functional classification (program vs. fundraising vs. administration). The Operations Manager is responsible for maintaining the Chart of Accounts and revising as necessary. The Chart of Accounts is attached to this manual as an addendum.*

The general ledger is automated and maintained using our accounting software. All input and balancing is the responsibility of the bookkeeper with final approval by the Operations Manager.

The Operations Manager should review the general ledger on a periodic basis for any unusual transactions.

## IV. Cash Receipts

Cash receipts generally arise from:

1. **Contracts and Grants**
2. **Direct donor contributions**
3. **Fundraising activities**

The principal steps in the cash receipts process are:

The Receptionist receives incoming mail and forwards it unopened to the **Operations Manager**. The Operations Manager opens, date stamps, and distributes the mail. The Operations Manager enters all checks into a log, stamps all checks “for deposit only,” and makes two (2) copies of each check. The checks are kept in a locked cabinet until handed to the bookkeeper for processing and deposit.

Weekly (**or more often if necessary**), the Operations Manager submits the following to the Bookkeeper for processing: the endorsed checks, the deposit log book, and the correct account allocation for each deposit. The Bookkeeper processes the deposit and takes it to the bank for deposit. A copy of the deposit slip is attached to the deposit. The deposits are put in a file to attach to the bank statement. The deposit log book is returned to the Operations Manager.

All cash received will be counted, verified, and signed off by the Operations Manager and another available staff member. The cash will immediately be posted using the appropriate allocation. A receipt will be given to the paying party and a copy kept for internal purposes. The cash will be kept in a locked, secure location and deposited within 24 business hours.

## **V. Inter-Account Bank Transfers**

The Operations Manager monitors the balances in the bank accounts to determine when there is a shortage or excess in the checking account. The Operations Manager recommends to the Executive Director when a transfer should be made to maximize the potential for earning interest. The Bookkeeper is directed in writing when to make a transfer and in what amount. A copy of the transfer is given to the Operations Manager.

## VI. Cash Disbursements & Expense Allocations

Cash disbursements are generally made for:

1. Payments to vendors for goods and services
2. Taxes/license fees
3. Staff training and development
4. Memberships and subscriptions
5. Meeting expenses
6. Employee reimbursements
7. Marketing/promotional materials

Checks are processed weekly. Invoices submitted to the Operations Manager by Wednesday will be processed and paid by Friday of the same week. Checks can be prepared manually within one day, but this should be limited to emergency situations.

Requests for cash disbursements are submitted to Accounting in three ways:

1. Original invoice
2. Purchase request (submitted on approved form)
3. Employee expense report or reimbursement request

All invoices must have the account code written on them and approved by the Program Manager prior to being submitted to accounting.

Every employee reimbursement or purchase request must be documented on the approved form with travel authorization, receipts, nature of business, program allocation, and funding source (if applicable) before approving for reimbursement as follows:

**Lodging** - an itemized receipt from the hotel detailing all charges, the person(s) for whom the lodging was provided, and the specific business purpose.

**Meals and Entertainment** - a receipt must be provided showing the cost of food, beverage, and gratuities, including the names of every person for whom food or beverage was provided, and the specific business purpose.

**Other Expenditures** - a receipt from the vendor detailing all goods or services purchased (including the class of service for transportation) and the specific business purpose.

The Operations Manager reviews all requests for payment and:

1. Verifies expenditure and amount
2. Approves for payment if in accordance with budget
3. Provides or verifies appropriate allocation information
4. Provides date of payment taking into account cash flow projections
5. Submits to the Bookkeeper for processing

The Bookkeeper processes all payments and:

1. Immediately enters them into the Accounts Payable module
2. Prints checks according to allocation and payment date provided by the Operations Manager
3. Submits checks, with attached backup documentation, to Executive Director for approval and signature. All checks in excess of \$2,500 require a second signature from an authorized board or staff member; checks in excess of \$xx,xxx must be authorized by the Board of Directors
4. Stamps invoice “paid”
5. Mails checks and appropriate backup documentation
6. Files all backup documentation in the appropriate file
7. Runs an accounts payable aging at the middle and end of each month and submits to the Operations Manager to assure timely payment of all invoices

### **Expense Allocations**

Most non-salary expenses that benefit more than one cost center (administration, fundraising, and program) are spread across centers using a shared cost method. Under this method, the number of full-time equivalents (FTEs) within a department are divided by the total number of FTEs at the organization to determine the percentage of shared costs they should bear. This is done on a monthly basis by the Operations Manager. Occupancy expenses may be split between departments based on the percentage of square footage that is used by each department.

## **VII. Credit Card Policy and Charges**

All staff members who are authorized to carry an organization credit card will be held personally responsible in the event that any charge is deemed personal or unauthorized. Unauthorized use of the credit card includes: personal expenditures of any kind; expenditures which have not been properly authorized; meals, entertainment, gifts, or other expenditures which are prohibited by budgets, laws, and regulations, and the entities from which (Organization) receives funds.

The receipts for all credit card charges will be given to the Operations Manager within two (2) weeks of the purchase along with proper documentation. The Operations Manager will verify all credit card charges with the monthly statements. A record of all charges will be given to the Bookkeeper with applicable allocation information for posting. A copy of all charges will be attached to the monthly credit card statement when submitted to the Executive Director for approval and signing.

The Executive Director's credit card usage will be provided to the Board Chair and the Board Treasurer.

## VIII. Accruals

To ensure a timely close of the General Ledger, (Organization) may book accrual entries. Some accruals will be made as recurring entries.

Accruals to consider:

1. Monthly interest earned on money market accounts, certificates of deposits, etc.
2. Recurring expenses, including employee vacation accrual, prepaid corporate insurance, depreciation, etc.

## **IX. Bank Account Reconciliations**

1. All bank statements are given unopened to the Executive Director. The Executive Director reviews the statements for unusual balances and/or transactions.
2. The Executive Director gives the statements to the Bookkeeper for timely reconciliation as follows: a comparison of dates and amounts of deposits as shown in the accounting system and on the statement, a comparison of inter-account transfers, an investigation of any rejected items, a comparison of cleared checks with the accounting record including amount, payee, and sequential check numbers.
3. The Bookkeeper will verify that voided checks, if returned, are appropriately defaced and filed.
4. The Bookkeeper will investigate any checks that are outstanding over six months.
5. The Bookkeeper will attach the completed bank reconciliation to the applicable bank statement, along with all documentation.
6. The reconciliation report will be reviewed, approved, dated, and initialed by the Executive Director.

## **X. Petty Cash Fund**

Petty cash funds are maintained by the organization. The funds are to be used for miscellaneous or unexpected purchases and the same approval procedures apply as mentioned in the cash disbursement section.

1. The petty cash fund will not exceed **\$250 and is kept in a locked file cabinet at all times.**
2. The Operations Manager oversees the petty cash fund.
3. All disbursements made from petty cash are acknowledged in writing by the receiving party.
4. All money returned to the petty cash fund is counted and verified by the Operations Manager and another staff member. Receipts for items purchased with petty cash must be included with the return and should include appropriate account allocations as well as supervisor approval.
5. The Operations Manager and the Bookkeeper together will periodically count the cash in the petty cash fund.
6. No checks will be cashed by the petty cash fund.

## XI. Property and Equipment

Property and equipment includes items such as:

1. Office furniture and equipment
2. Computer hardware
3. Computer software
4. Leasehold improvements

It is the organization's policy to capitalize all items which have a unit cost greater than **one thousand dollars (\$1,000)**. Items purchased with a value or cost less than **one thousand dollars (\$1,000)** will be expensed in the period purchased.

The depreciation period for capitalized assets is as follows:

Computer Hardware	36 months
Office Equipment	60 months
Office Furniture	60 months
Computer Software	36 months
Leasehold improvements	Length of lease

1. A Fixed Asset Log is maintained by the Bookkeeper including date of purchase, asset description, purchase/donation information, cost/fair market value, donor/funding source, identification number, life of asset.
2. The Log will be reviewed by the Operations Manager.
3. Annually, a physical inspection and inventory will be taken of all fixed assets and reconciled to the general ledger balances.
4. The Operations Manager shall be informed in writing of any change in status or condition of any property or equipment.
5. Depreciation is recorded at least annually. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets. Any impaired assets discovered during the inventory will be written down to their actual value.

## **XII. Personnel Records**

1. All personnel files contain the following documents: an application and/or resume, date of employment, position and pay rate, authorization of payroll deductions, W-4 withholding authorization, termination data where applicable, a signed confidentiality agreement, a signed acknowledgement of receipt of Employee Handbook, an emergency contact form, and other forms as deemed appropriate by the Operations Manager.
2. All employees will fill out an I-9 form and submit the allowable forms of identification to the Operations Manager.
3. The completed I-9 forms will be kept in a secure location separate from the personnel files.
4. All personnel files are to be kept in a secure, locked file cabinet and accessed only by authorized personnel.

### **XIII. Payroll Processing**

1. Timesheets are to be prepared by all staff on the approved form and submitted **semi-monthly on the \_\_\_\_ and \_\_\_\_ of the month. If the \_\_\_\_ and/or \_\_\_\_** of the month fall on a weekend or holiday, the timesheets are to be submitted the day prior to the weekend or holiday. Exceptions to the submittal date may occur and will be communicated accordingly.
2. Timesheets are to be kept on a daily basis and completed in ink – unless prepared electronically.
3. Any corrections to timesheets are to be made by making a single line through the error and writing in the correction. Correction fluid and/or tape are not allowable.
4. Timesheets are to be signed and dated by the employee and the employee's supervisor for submission to the Operations Manager.
5. Any changes to the standing information of the payroll register from the prior period including addition of new employees, deletion of employees, or changes in base pay rate must be accompanied by an Employment Information Form and signed by the Executive Director before the change can be made.
6. The Bookkeeper will process payroll in a timely manner and record vacation time, holiday hours, sick time, and any other information deemed necessary to properly reflect time worked.
7. Paychecks will be distributed by the Operations Manager **on the \_\_\_\_ and \_\_\_\_ of each month. If the \_\_\_\_ and/or the \_\_\_\_ fall** on a weekend or holiday the paychecks will be distributed the day before.
8. If the employee requests that his/her check be turned over to a third party, the request must be made in writing prior to distribution.
9. Employees may choose direct deposit to a designated bank account. Their paycheck is deposited directly into the designated account on the payroll date. The employee will receive a verification stub.
10. The Operations Manager will review payroll expenditures and allocations monthly.
11. All quarterly federal and state payroll reports will be prepared and filed appropriately.
12. All W-2 statements are issued to employees prior to January 31<sup>st</sup> of the following year for the prior calendar year.

#### **XIV. End of Month and Fiscal Year-End Close**

1. The Operations Manager will review and sign off on all month- and year-end journal entries. They will be printed and filed for audit trail purposes.
2. At the end of each month and fiscal year end, the Operations Manager will review all balance sheet accounts including verification of the following balances: cash accounts match the bank reconciliations, fixed assets accounts reflect all purchases, write-downs and retirements, accounts receivable and payable accounts match outstanding amounts due and owed.
3. The income and expense accounts review will include reconciliation to amounts received and expended and verification that payroll expenses match the payroll reports including federal and state payroll tax filings.
4. Once the final monthly and fiscal year-end financial statements are run, reviewed, and approved by the Operations Manager and Executive Director, no more entries or adjustments will be made into that month or year's ledgers.
5. At the end of the fiscal year, the Operations Manager or outside CPA will prepare the annual Return for Organization Exempt from Income Tax (IRS Form 990). The return will be presented to the CEO, the Board Finance Committee, and the Board Chair for their review and approval. The Operations Manager will then file the return with the Internal Revenue Service by the annual deadline.
6. All other appropriate government filings including those required by the state tax board and attorney general's office will be completed and filed with the appropriate agency.

## **XV. Financial Reports**

The Bookkeeper will prepare the monthly and annual financial reports for distribution to the Operations Manager. The reports will include: balance sheet, statement of income and expenses, budget versus actual report for each program which has an established budget, a budget versus actual report for the organization, accounts receivable aging, accounts payable register and aging, cash flow projection, and any other requested reports.

Periodic and annual financial reports will be submitted to the Finance Committee and Board of Directors for review and approval.

## XVI. Fiscal Policy Statements

1. All cash accounts (except petty cash) owned by (Organization) will be held in financial institutions which are insured by the FDIC. No bank account will carry a balance over the FDIC insured amount.
2. All capital expenditures which exceed one thousand dollars (\$1,000) will be capitalized.
3. Employee or public personal checks will not be cashed through the petty cash fund.
4. No salary advances will be made under any circumstances.
5. No travel cash advances will be made except under special conditions and pre-approved by the Executive Director.
6. Reimbursements will be paid upon complete expense reporting and approval using the official (Organization) form. Reimbursements to the Executive Director will be authorized by the Board Chair.
7. Any donated item with a value exceeding (\$50) will be recorded and a letter acknowledging the donation will be sent to the donor within two weeks of the receipt of the donation.
8. All volunteer time shall be recorded as in-kind donations.
9. The Executive Director and one designated Board and staff member are the signatories on (Organization's) bank accounts. Disbursements exceeding (\$2,500) require a second signature by an authorized board or staff member. Checks over \$xx,xxx require approval from the Board of Directors.
10. Bank statements will be reconciled monthly. All bank statements will be given unopened to the Executive Director for review.
11. Correction fluid and/or tape will never be used in preparing timesheets or any accounting documents.

Accounting and personnel records will be kept in locked file cabinets in the finance office and only parties with financial and/or HR responsibility will have access to the keys.

Appendix - 21 Excel sheet  
Operations Plan (1 page)

## Appendix – 22

### EMERGENCY ACTION PLAN

#### Fire Safety Plan

Fortunately, emergencies do not occur very often, but should an emergency occur, this plan will help us assist each other through such an emergency. The purpose of the plan is to establish a safe, orderly method of evacuating people away from the fire and out of the building. There will be a coordinated effort between [ORGANIZATION NAME] employees, and the Fire Department, Police Department and/or other emergency response agencies.

The plan also gives practical instructions for other emergencies as well. Success of any emergency procedure is dependent on advance planning and training. With your cooperation, we should be able to minimize any panic and confusion and provide an organized response to an emergency.

[ORGANIZATION] will hold periodic unannounced fire drills.

#### **Building Safety Features**

The fire alarm (a loud, high pitched tone in three short blasts followed by a pause) and the flashing strobe lights (where applicable) are an indication that a manual pull station or smoke detector has been activated in the building. The alarm and strobe lights will remain on until the cause for setting off the alarm has been removed and the system has been reset.

When the fire alarm goes off, unless otherwise notified, you should assume that there is an emergency in the building and react accordingly.

#### **Evacuation Assembly Area**

Our emergency evacuation meeting point is [STATE THE LOCATION AND BE SPECIFIC]. Upon exiting the building via the safest and closest exit, proceed to the designated assembly area. Check in with your Emergency Team Captain to be counted. Do not re-enter the building until the Emergency Team has declared that is safe to do so.

#### **Fire Emergency – Evacuation**

An evacuation is the very deliberate, unhurried, progression of a group of people from an area of danger to a designated safe assembly area. In the event that evacuation or relocation is necessary, the designated Evacuation Team Captain will assist and direct exiting. When evacuating the building, proceed immediately to the Evacuation Assembly Area.

Any non-ambulatory and/or physically disabled people will need the assistance of an aide.

- Everyone must be prepared to report the first signs of an emergency to the nearest manager or supervisor. In case of fire, set off the nearest pull station and call 911. Do not assume someone else has or will report the fire.
- Maintain a calm, quiet, steady attitude.
- Use the portable fire extinguishers if possible, but do not take any risk. If the fire cannot be easily controlled evacuate immediately.
- Before opening any interior door during a fire emergency, touch the door to see if it is hot. A fire on the other side will blast through (back draft) if the door is opened.
- Calmly leave immediately, single file, through the nearest and safest exit. When exiting from the second floor, proceed down the stairs, walking down the right side single file. Do not use the elevator.
- No running, rushing or excessive talking.
- Do not prop open any doors. All doors should be allowed to close. Closed doors also function to keep the fire from spreading.
- If possible, do not use exit where the Fire Department is entering.
- If exits become violated by heavy smoke:
  - Attempt to use another exit
  - If the other exit is not viable, attempt to return to an office near your workspace.
  - Defend in place. Obtain fire extinguisher, close door, block gaps under door where smoke may enter, open windows for ventilation.
- Return to building only upon instruction of library Director

In heavy smoke situations, clear air may be found by crawling on your hands and knees. Keep your face 12" from the floor.

**Evacuation Teams Effective [STATE EFFECTIVE DATE]**

**Team One – responsible for evacuating library patrons**

- List names (see asterisks below for designation)

**Team Four – responsible for evacuating staff**

- List names (see asterisks below for designation)

\* Emergency Team Captain; responsible for head counts/missing personnel info

\*\* Deputy Team Captain

\*\*\* Back-up to the Deputy Team Captain

off-Site Employees: not included in department head count for evacuation; will sign-in with reception when they are in the office

### **Emergency Team Captain Duties**

- Pre-Emergency •

Checklist current as of: [DATE]

An Evacuation **Team Captain** must be willing to perform the duties and responsibilities necessary, and their position is essential to the safety and care of library employees and patrons.

**Deputy Evacuation Team Captains** will assume the duties of the Evacuation Team Captain in his/her absence and/or assist the Evacuation Team Captain as needed to fulfill duties.

- Know the location of all fire and emergency related equipment on the floor or in the area or responsibility.
- Know the use of all fire and emergency related equipment on the floor or in the area of responsibility.
- Be completely familiar with the floor arrangement, the number of floor occupants, and the location of exits.
- Be fully aware of the exiting procedures of the building as they relate to your Evacuation Warden's area.
- Be completely familiar with the entire building and all exits in case an alternate exit needs to be used in case your assigned area or exit is damaged or on fire.
- Maintain an up-to-date list of all disabled persons in your area of responsibility.
- Maintain an up-to-date list of unusual break and lunch times and locations for those in your area of responsibility.

### **Emergency Team Captain Duties**

Checklist current as of: [DATE]

- Remain calm and maintain control of employees/patrons.
- Direct employees/patrons to exits, if alerted.
- Determine safe availability of exit; if unsafe, use alternatives.
- In relocation or evacuation mode, control employees/patrons if directed not to move.
- Ensure that employees/patrons are not blocking emergency vehicles or emergency vehicles' access to the building.
- Be prepared to communicate vital information to the [INSERT TITLE OF INDIVIDUAL], his/her designee, paramedics, Police or Fire Department.
- If relocated, communicate to [INSERT TITLE OF INDIVIDUAL], or his/her designee your arrival at the designated area.
- Verify all occupants are out of the building.
- Take your Evacuation Team Captain envelope with you when you exit the building.
- Determine by taking role, any missing employees/patrons and relay to Clinic Director and/or other emergency authorities.

## **First Aid and Other Medical Emergencies**

Report the emergency immediately to 911. Provide the following information:

- Your name and title
- Specific location of the incident
- Nature of the emergency
- The hazards and/or areas involved or the number of victims involved
- Remain on the line until all needed information has been requested from you

In Medical Emergencies, the **library Director** will identify an individual to secure the outside doors/elevator for arriving paramedics and an individual to meet them at the door and bring them to the location of the emergency.

**1. Medical situations which are life-threatening or requiring immediate attention:** If there is no threat of further injury or exposure, leave seriously injured personnel where they are. Only if there is threat of further injury or further exposure to chemical, fire or electrical hazards, should you remove the injured person(s) to a safer location.

Proceed with first aid or attempt to control the incident only if you can do so safely and have been trained in first aid or the emergency response necessary to control the incident.

Provide assistance to the emergency response teams where the incident occurred, inform them of the hazards associated with the area, provide any other information that will help avoid injuries.

**2. Medical situations which are not life-threatening, not requiring immediate attention:** Every injury that occurs on the job, even a slight cut or strain, must be reported to a supervisor and library Director immediately. Under no circumstances, except emergency trips to the hospital, should an employee leave the work site without reporting an injury.

### **Earthquake Procedures – yes, you may have some due to oil work/fracking!**

#### **During an Earthquake**

1. If you are indoors, stay there. Get under a desk or table, or stand in a doorway or corner. Remember, stay clear of windows, bookcases, file cabinets, partitions, and heavy items on a desk or table top that are not bolted down. Stay there until the shaking stops.

2. If you are outside, get into the open away from buildings, trees, walls and power lines. If it is not possible to find an open space, stand in a doorway.

#### **Post Earthquake Actions – Strong Earthquake with Extensive Damage**

Do Not Run Outside. An immediate decision will be made as to whether or not an evacuation is & necessary. Remain in the building until you receive notification of this decision. &

If instructed to evacuate, do so to an area outside of the building, away from any structures and & power lines.

An Emergency Team Captain will be identified and act as the central point of contact. &

1. Check yourself and others for injuries. Treat only life-threatening injuries immediately, leave minor injuries until you have checked for secondary hazards (fire, spills, gas leaks, etc.).

2. Check your immediate work area for fires and extinguish them, if possible. If the fire appears to be uncontrollable, follow the Fire Safety procedures.

3. Report serious casualties or hazards to your Evacuation Team Captain or Emergency Coordinator. If neither are available, report to 911.
4. Seek first aid for anyone who is injured. Keep in mind that in the event of a major disaster affecting the entire community, no outside assistance may be available for up to 72 hours. Move serious casualties only if they are in danger from secondary hazards or after shocks.
5. In the event of a strong earthquake, expect to find doorways and exit routes blocked. Do not use elevators, even if they appear operable. There may be serious damage which is not immediately evident.
6. Follow your Evacuation Team Captain or Emergency Coordinator's instructions for evacuating your floor or building. If evacuation is executed, remain in your designated Assembly Area until you receive further instructions from your Evacuation Warden or Emergency Coordinator.
7. If you can safely do so, gather your keys, flashlight, portable radio, etc. before leaving. Once you have left the building, you will not be allowed to reenter until it is checked by authorities.
8. Telephones should be restricted for emergency use only. It is natural to want to check on your family, but it is possible that the phone system will be damaged and/or overloaded. If you absolutely must call, try the usual number once, then try your Out of Area Contact. Briefly report your situation, and set a time several hours later when you will call back for/with more information.

### **Emergency team Captain Duties**

- **Earthquake Emergency** •

Checklist current as of: [DATE]

After an earthquake, the Emergency Team Captain will perform the following duties with the employee's help and cooperation:

- Take role to determine if all individuals in your area of responsibility are accounted for and if any person is in need of assistance. Communicate this information to the Library Director
- Attempt to restore calm.
- Gather your group to the core of the floor of the building on which you are located.
- Conduct first aid as necessary.
- Survey for damage. Be prepared to shut off any gas, water or electricity on your floor.

### **Bomb Threat**

#### **Telephone Bomb Threat**

- Don't panic, panic is one of the objectives of the caller. Document everything they say – any information obtained is helpful to the Police.
- Listen to the caller, do not interrupt except to ask the following questions (understand you will probably not get any straight answers).

- **Call Documentation** •

Checklist current as of: [DATE]

1. When is the bomb set to explode?
  2. What type of bomb is it?
  3. What does it look like?
  4. What is the bomb made of?
  5. Where is the bomb?
  6. Why was it placed there?
  7. What is your name?
  8. Why are you doing this?
- Call received by Time of call (start & end) Date
  - Description of Caller Male Female Adult Juvenile Approximate age of caller
  - Voice Characteristics :
    - Loud.
    - Soft
    - High Pitched Deep
  - Speech Language
    - Fast
    - Slow
    - Excellent
    - Good
    - Distinct
    - Distorted
    - Fair
    - Poor
    - Stutter
    - Nasal
    - Foul
    - Other
    - Slurred
    - Precise
    - Use of Certain words/phrases
  - Other
  - Accent
    - Local
    - Not Local
    - Foreign Regional
    - Pleasant
  - Manner, Background Noises

- Calm
- Angry
- Office environment
- Machines, Street Traffic
- Rational
- Irrational
- Factory noise
- Airplanes
- Coherent, Incoherent, Trains
- Deliberate, Emotional, Animals, Voices
- Righteous, Laughing
- Quiet, Music
- Party Atmosphere

5. Immediately advise **library Director** They will contact the police and other appropriate members of staff.

#### **Emergency Team Captains**

- **General Bomb Threat** •

Checklist current as of: [DATE] &

Do not use these procedures if you have been advised to evacuate immediately. &

- Keep occupants calm.
- Be prepared to use standard evacuation procedures.
- Account informally for all assigned personnel. Attempt to locate personnel missing from the immediate area. Report un-located personnel immediately to Library Director
- If requested by police, help coordinate the search of the area with management or police department.
- Search area for strange packages, boxes, devices, etc. **ONLY** if requested by the Police. Searching should be conducted as follows:
  - a. Divide up available staff and establish search territories on the floor.
  - b. Go around the walls, then work to the center of the room.
  - c. Areas of special concern:
    - Public corridors
    - Closets
    - File Cabinets
    - Space above air ducts
    - False ceilings
    - Areas behind doors, shelves
    - Unlocked desks

- d. Look for boxes, packages, items that do not belong in surroundings.
- e. Do not touch anything. Report findings to Police immediately.
6. Receive information from search personnel and pass on to police and Incident Commander.
7. Move personnel away from immediate vicinity.
8. Building evacuation will be determined by the Police and the Incident Commander.

### **Severe Weather**

If adverse weather strikes without sufficient warning, the following precautions should be taken immediately. This is especially true in the case of tornado or severe windstorm.

1. Move away from the outside walls and windows. Move to the center of the building.
2. Do not evacuate the floor you are on unless instructed to by your Library Director or Team Captain
3. If advised to move to a different floor, use the stairs to evacuate.
4. While evacuating, stay clear of all glass windows and doors. Flying glass could cause serious injury.
5. If no instructions to evacuate to another floor are given, stay at the center of the building until the emergency has passed and then return to your work area.
6. If any damage has occurred, contact the **[insert title of individual]** and give the following information:
  - a. Location and type/extent of damage
  - b. Identify whether or not there are any injured persons.

### **Extortion /Terrorist Threats**

Extortion is the act of demanding money by threats. The demands may involve threats against persons or property.

A terrorist threat is an act which is intended to force or intimidate someone to do something based on a threat of violence. The threat may be against an individual or group. Terrorist threats often involve bomb threats, threats to burn down buildings or threats to take action against a person or group of people. If either of these occurs, do the following:

1. Write down on a piece of paper what the extortionist/terrorist said. Use the exact words of the caller.
2. If an explosion is threatened, ask when the explosion is expected to occur (see Bomb Threat).
3. If some type of ransom or demand for money is stated, determine the dollar amount.
4. Immediately advise the **[insert title of individual]** of your department. They will contact the police and other appropriate members of staff. An Incident Commander for the event will be assigned.
5. Follow the directions of the police and the Incident Commander.

## Appendix – 23

### Crisis Management Plan Outline

A crisis management plan is designed to provide guidelines for a practical communications system that is adaptable for any crisis situation. It should be a working document – continually updated as the industry, the world and your agency changes. The crisis management plan should provide for information sharing between national, state and local organizations in a timely manner, subject to confidentiality limitations.

Items to have ready in case of crisis:

- Media and public relations policy
- Crisis communication action plan
- Fact sheet about your library
- Fact sheet about state organization
- Library key messages
- Any information on potential crisis situations
- Key contact list
- Designated spokesperson and designated media contact
- Media list
- Media contact log

The following will provide a model for developing a crisis management plan and will outline procedures to follow in a crisis situation.

#### Getting Started

A crisis management plan should be part of an overall safety and emergency preparedness plan and a standard part of your overall strategic planning process. As important as dealing with any emergency situation is dealing with perceptions – what the public thinks happened. This should be planned in the same way you would plan for damage to property or injuries to people. Planning for perception will also protect your agency’s image/credibility and its ability to recover after a crisis. The following will give you some easy to remember guidelines on getting started with your crisis management plan:

- **Predict** – Anticipate everything that could go wrong with your agency. Identify the issues.
- **Position** – Decide what your position will be on these issues.
- **Prevent** – Take preventive measures.
- **Plan** – In case prevention doesn’t work, prepare a plan for dealing with the crisis.
- **Persevere** – Follow your plan and stick to the positions you have taken. See the crisis through in a thorough and professional manner.
- **Evaluate** – If the plan is enacted, review the results to determine if there are other steps that can be taken to prevent the crisis from happening again.

These steps will help get your crisis management plan started and keep it vital and updated as your surroundings change.

## **Issue Identification**

Identifying issues is an ongoing process. The crisis team should identify every imaginable issue and list them, starting with the most likely to happen. Crisis issues can generally be put in two categories – manmade or natural.

Manmade issues include violence, vandalism, accidents, operator error, negligence, defective equipment, poor planning and scheduling, strikes, fire, and illness such as food poisoning. Natural issues include things such as weather, earthquakes and communicable disease.

## **Crisis Team**

There are many steps in the development and implementation of a crisis management plan. The establishment of a crisis team is your first step. The team prepares the plan and meets regularly to update and test it. If a crisis occurs, this team will be prepared and in control. A crisis team should include top management, operations personnel, public relations experts, legal assistance and insurance carriers. This list will vary from agency to agency and from crisis to crisis but be sure to identify those who can feed into the process.

Smaller agencies that do not necessarily have the resources or personnel to form a crisis team can still utilize this process to prepare for a crisis situation. The director can be their own team, following the same review and issue identification process listed above. It would be suggested that a list of advisors or professionals – such as attorneys, insurance agents, etc. – be made. These people can be called on for their particular expertise not only during the planning stage but also if a crisis should occur. Having the benefit of a large crisis team is nice, but it is not an absolute necessity in being prepared for the unknown.

The team, regardless of size, will be responsible for identifying all audiences that may be affected by each crisis situation. They can also designate contacts to gain specific information on each situation as needed. The crisis team is charged with identifying various scenarios that could adversely affect the agency and developing a model or plan to follow in each. Prepared media statements, press releases, notification lists and other materials will help keep a crisis situation under control and calm the person who must deal with the situation.

## **Policy Preparation**

When preparing policy statements, the following general principles can help:

- When responding to a crisis situation, the response should be honest, timely and direct. Having a prepared, approved and distributed policy document will help you resist the temptation to say “no comment” or have your agency appear uncooperative or secretive during a crisis situation.
- Incorporate your ethical standards into the policy. Do the right thing, being fair to all parties to the best of your ability.
- Think now about how your business practices will be interpreted by the media during an emergency. In addition to specific policy statements, it is important to have background information on your agency available. It is your responsibility and in your best interest to provide current, complete information.

## **Preparing Specific Responses**

After issues have been identified, specific responses for each should be prepared. Consider the following checklist when drafting position statements:

- Define the scope of the crisis – local, regional, national or international.
- Establish a unified response – one spokesperson, one person established to distribute statements to the media, etc.
- Keep the message simple, clear, consistent and tailored to each audience.

Understand that the media wants to know three things: what happened, why did it happen and what are you going to do to make sure that it never happens again? If you understand the media's psyche, you are on your way to finding a solution to the problem.

Once position statements have been prepared for each issue identified by the crisis team, include them in your overall crisis management document. In addition, prepare sample press releases for each issue in advance. It will be much easier to modify an existing, approved release than to start from scratch in the middle of a crisis.

In addition to the policy statements and press releases, anticipate questions that will be asked by the media. List the questions with developed answers that the crisis team is comfortable with and continually update the list as new questions are identified.

Crisis team members should each know their roles. Clearly identify job assignments and responsibilities and let those who will serve as spokespeople know so they can be prepared to jump into action should the need arise. Team members should have immediate access to each other at all times in the event of a crisis. Finally, the news media must be briefed on a regular basis. All phone calls from the media must be answered quickly and completely. Keep a media log listing the date and time, source, reporter, phone number and the question. Stick to your core message and deliver that message to everyone.

### **Post-Crisis Review**

As mentioned before, the crisis management process does not end once a crisis has occurred and been resolved. Each situation should be carefully evaluated.

Look at the media coverage received, the resulting image of your agency, short- and long-term programs to rebuild image and review position statements for relevance and necessary revisions.

Only after a crisis management plan has been put to the test can the crisis team evaluate its effectiveness. If an agency has been lucky enough not to have a crisis situation in which to test its plan, it should be constantly monitored to make sure the position statements are still relevant and no new issues have arisen. A crisis management plan should be a living document, undergoing constant evaluation and updates.

## Appendix - 24

**[ORGANIZATION'S NAME] §**  
**Standard Operating Procedure: Standard Operating Procedures §**

**SOP:** [INSERT NUMBER – e.g. Ops001] &  
**Division:** Library Operations &  
**Department:** Library Operations &  
**Effective Date:** [Date] &  
**Revision Date:** [Date] &  
**Reference:** §  
**Approval authority:** Library Director &

### **Purpose:**

Operating procedures should be developed and available for all major processes. As one of the cornerstones for evaluating quality and ensuring consistency by internal and external auditors, the SOPs should be followed by management, staff, contractors, volunteers, and where appropriate vendors and partners. Additionally, SOPs make excellent tools to train staff and to be used in Quality Assurance and Quality Improvement efforts.

### **Document Aesthetics**

The make-up of the SOP should meet a minimum number of requirements including:

- title
- the number of the SOP (preferably with category)
- originating department
- process champion (person responsible for ensuring integrity of the procedure)
- effective date and revision date
- reference (ISO or other background information)
- approval authority (who needs to approve document)
- the heading should have the EBSEM logo

### **Document Archival**

The [POSITION] will keep a master binder with all SOPs. The information to be included is:

- SOP number
- Version number
- date of issue
- date of revision
- title
- author
- status (title submitted; being drafted; draft ready; issued)

- division / department
- historical data (dates of previous issues)

Superseded versions should be collected and destroyed (except the copy for the historical file) to avoid confusion and unauthorized use.

### **Change in a current process or procedure**

As procedures change it is important to record the change by amending the SOPs. Whenever a procedure (s) change takes place, the department manager should:

1. &Contact the [POSITION] to discuss the change in procedure(s) make the necessary changes to the SOP.
2. &The [POSITION] or his/her designee will be responsible for making the changes to the SOP.
3. &Once the SOP has been changed, the [POSITION] will review with quality champion and department manager and he/she will sign off on changes.
4. &The [POSITION] will authorize dissemination of SOP
5. &The department's SOP binder will be updated
6. &The QM SOP binder will be updated
7. &The department manager will be responsible for communicating the changes to his/her staff.

### **Development of new procedures**

The staff directly involved in working with and performing the procedures will be involved in the development of the SOPs. The development of the SOPs will be undertaken by the [POSITION] This is the process:

1. &The department manager will contact the [POSITION] to discuss the new procedures
2. &The [POSITION] may interview staff directly involved
3. &The [POSITION] will develop a draft SOP
4. &The department manager will have staff review the draft and test/evaluate whether it is a valid SOP – does the SOP reflect the actual work being performed?
5. &If the SOP is deemed valid by staff and department manager, the department manager will meet with [POSITION] to finalize. If the SOP is not accurate, the variation will be noted and the [POSITION] will make changes.

6. The department manager will approve the SOP
7. the [POSITION] will authorize dissemination of SOP
8. The department's SOP binder will be updated
9. The QM SOP binder will be updated
10. The department manager will be responsible for explaining the new process, disseminating the SOP, training where required, and holding staff accountable for following procedure.

## Appendix – 25

### GIFT ACCEPTANCE POLICIES - Example

#### 1. PURPOSE

1.1 This administrative memorandum establishes these gift acceptance policies to provide equitable protection for the interests of the consortium and the interests of those who support its programs through charitable gifts. These policies are established to assure that each gift to, or for the use of the consortium is structured to provide maximum benefits to both donor and organization. Furthermore, these policies are intended to serve the best interests of both the donor and organization in any particular gift planning opportunity.

#### 2. POLICY

2.1 These policies address both current and deferred gifts, with emphasis on specific types of deferred gifts and gifts of non-cash property. The goal is to encourage financial support for the consortium without encumbering the organization with gifts which either generate more cost than benefit, or which may be restricted in a manner that is not in keeping with the mission of the consortium.

#### 3. GENERAL GUIDELINES

3.1 To earn the support and confidence from persons who are planning to make a gift, the consortium must be capable of responding quickly, and in the affirmative where possible, to all gifts offered by these prospective donors. Some gift situations can be complex, but decisions will be made following an expeditious and careful consideration of the proposed gift. These policies require that the merits of a particular gift not otherwise mentioned in the guidelines shall be considered by the Executive Director of the Consortium, Advisory Board or Development Committee, which shall make recommendations regarding that gift.

3.2 The consortium will not participate in gift planning activities if there is a question as to whether the donor has sufficient title to the assets or whether the donor is mentally competent to legally transfer the property as a gift to the consortium.

#### 4. TYPES OF PROPERTY

4.1 Cash: Gifts in the form of currency and checks may be accepted in any amount. All checks must be made payable to the consortium and shall in no event be made payable to an employee, agent, or volunteer for the credit of the consortium.

4.2 Publicly Traded Securities: Securities, which are traded on an exchange or other publicly reported market may be accepted by the Consortium. It may be anticipated that such securities will ordinarily be sold by the Consortium immediately upon receipt. Employees and volunteers of the consortium may not represent to a donor that a particular security will be held for investment by the consortium.

4.3 Real Property: Defined as land and generally whatever is affixed to land as well as those rights, which issue out of land, a gift of real estate may be accepted upon the recommendations of the offices of the consortium, General Counsel and the Board of Directors.

- a. Each prospective donor shall be given a real estate disclosure checklist that will seek information about the property from the donor. Given this information, the Board of Directors can proceed with their due diligence work to assess the gift opportunity.
- b. In general, gifts of commercial or residential real estate with a value estimated at \$50,000 or greater may be considered if there is reason to believe that the property is highly marketable. The Board of Directors may also consider gifts with restricted marketability if the use of the property is suitable for the consortium's particular uses.
- c. Real estate shall not be accepted to fund a charitable gift annuity.
- d. Special attention shall be given to the receipt of real estate encumbered by a mortgage, the transfer of which to the ownership of the consortium may create unrelated business income for the consortium and adverse consequences for certain donors unless handled properly.

4.4 Personal Property: Jewelry, works of art, collections and other personal property shall be accepted upon the recommendation of the Executive Director and approval of the Board of Directors.

- a. Personal property shall be accepted by the consortium if there is reason to believe that it may be readily sold. A gift of perishable property or property which requires special facilities or security to properly safeguard it may be accepted after making arrangements for that protection.
- b. A gift that purports to obligate perpetual ownership shall not be accepted. The Board of Directors or the Executive Director acting under the direction of the Board, may represent to a donor that property may be held for a specific period of time or for purposes related to the tax treatment of the transfer. The Board of Directors will notify donors that the consortium will cooperate fully in matters related to Internal Revenue Service investigations of non-cash charitable gifts.

4.5 Other Property: Other property not otherwise described in this section, whether real or personal, of any description (including mortgages, notes, copyrights, trademarks, royalties, and easements) may be accepted upon recommendation of the Executive Director and General Counsel. Gifts-in-kind (defined as equipment, books, software and the like that may be put to

immediate use for purposes related to the mission of the consortium) are included in the definition of other property.

4.6 Suitability: Appropriate inquiry shall be made, and special considerations shall be given to the nature of any gift property and whether it is in keeping with the mission of the consortium prior to the acceptance of any gift by the consortium.

## 5. CURRENT AND DEFERRED GIFTS

5.1 Current Gifts: Defined as those gifts, which are not deferred, current gifts may involve any of the types of property discussed in Section 4. Often the amount of a gift of cash or securities can be increased through a corporate matching program.

5.2 Bargain Sales: A form of a current gift, a bargain sale, is part sale and part gift. Such gift arrangements may be accepted when the type of proposed gift of property is otherwise discussed in Section 4.

5.3 Charitable Lead Trusts: These are irrevocable trusts which pay income to the consortium for a term of years or the life of an individual based on the value of the property in the trust, with the remainder going to a non-charitable beneficiary. A charitable lead uni-trust provides a variable income based on a fixed percentage of the annual value of the trust, while a charitable lead annuity trust pays a fixed income based on the initial value of the trust.

- a. In general, the consortium does not serve as sole trustee of a charitable lead trust for the benefit of the consortium, but the fees for the management of a charitable lead trust may be paid by the consortium upon the recommendation of the Executive Director, General Counsel, and investment committee.
- b. If the consortium is to serve as trustee without compensation, then a charitable lead trust shall be entered into with a donor for the sum of \$50,000 or more. Notwithstanding this limit, a donor's transfer may be accepted if the charitable contribution, computed using government tables, is \$20,000 or more. Alternatively, the Executive Director may recommend accepting gifts for which the anticipated expenses do not exceed a specified percentage of the anticipated benefit.

5.4 Life Insurance: Life insurance is defined as a contract between the owner of a policy and an insurance company whereby the company agrees, in return for specified premium payments, to pay a specified sum to the beneficiary upon the death of the insured.

- a. The consortium encourages donors to name the consortium as a primary, secondary or last beneficiary under life insurance policies, which they have previously purchased during their lives. The consortium does not encourage gift planning wherein the primary gift technique involves the purchase of a new policy of life insurance designating the consortium as a beneficiary.

- b. No insurance products and no insurance companies are endorsed by the charity for use in funding gifts to the consortium.
- c. In no event shall the consortium Board or its staff become involved in the furnishing of donor's names to other persons for the purpose of marketing life insurance to those donors. This practice represents a potential conflict of interest, raises issues concerning donor relations and donor privacy, and may subject the BN to regulation under state insurance law if the activity is construed as involvement in the marketing of life insurance.

5.5 Pledges: Gifts may be pledged over a period of time, and pledges may be completed using any of the types of property indicated in Section 4. Pledges may be considered to be both current, to the extent that it represents a gift made during the present year, and deferred, to the extent that it is a promise to make a subsequent gift. Pledges may be fulfilled with a series of current gifts or through a charitable lead trust.

5.6 Gifts by Will: A will be an instrument by which a person makes a disposition of property to take effect after his death and which can be altered or revoked at any time during his life. Gifts by will shall be actively encouraged by the consortium.

- a. Attempts may be made to discover bequest expectancies in order to recognize the donors and to find opportunities for other positive donor relations.
- b. In the event of an inquiry by a person who is making a will as to the acceptability of property proposed to be left to the consortium, the person shall be encouraged to make the gift in accordance with the terms and provisions of Section 3 of these guidelines.

5.7 Charitable Gift Annuities: Under this contractual arrangement a donor makes a gift to the consortium in exchange for annual payments from an institution for the life of an individual.

- a. A gift annuity shall be issued by the consortium for an amount of \$5,000 or more and any beneficiary shall be 55 years or older. A gift annuity agreement shall be for one or two lives and no exception shall be made to this requirement; otherwise, under law the BN will be taxed on a large part of the gift's earnings.
- b. No gift annuity agreement shall be issued unless the charitable gift, as computed using government tables, exceeds 10% of the amount transferred for the annuity. No exception shall be made to this requirement; otherwise, the BN will be taxed on a large part of the gift's earnings.
- c. The consortium shall issue gift annuities at rates not exceeding the rates recommended by the American Council on Gift Annuities and appended to this policy by reference, except those rates shall not be followed if the "10% test" is not met because the value of the gift is 10% or less of the property received.
- d. For a deferred payment charitable gift annuity, the period of deferral between the transfer for the deferred payment annuity and the date the annuity payments start shall be 15 years or less.

**5.8 Charitable Remainder Trusts:** These are irrevocable trusts, which pay income to a non-charitable beneficiary for life or a term of years based on the value of the property in the trust, with the remainder going to the consortium. A charitable remainder uni-trust provides a variable income based on a fixed percentage of the annual value of the trust, while a charitable remainder annuity trust pays a fixed income based on the initial value of the trust.

- a. In general, the consortium does not serve as sole trustee for charitable remainder trusts, but the fees for the management of a charitable remainder trust may be paid by the consortium upon the recommendation of the Executive Director with approval by the Board of Directors.
- b. If the consortium is to serve as trustee without compensation, then a charitable remainder unitrust or a charitable remainder annuity trust shall be entered into with a donor for the sum of \$50,000 or more. The fixed percentage to be paid shall be no less than 5% (the minimum allowed by law) and must be distributed at least annually to one or more beneficiaries for life or for a term not to exceed 20 years. Any income beneficiary shall be age 55 or older and the maximum number of beneficiaries shall be four.
- c. Notwithstanding the limits above, a donor's transfer may be accepted if the charitable contribution, computed using government tables, is \$20,000 or more. Alternatively, the Executive Director may recommend accepting gifts for which the anticipated expenses do not exceed a specified percentage of the anticipated benefit.
- d. In the case of a charitable remainder annuity trust, there may not be more than a 5% probability that the non-charitable income beneficiaries will survive the exhaustion of the fund in which the consortium has a remainder interest. If the chance that the BN will receive nothing is not so remote as to be negligible, then the charitable character of the trust may be challenged.
- e. The consortium does not serve as trustee without compensation for a revocable & charitable remainder trust. &

**5.9 Life Estates:** A life estate is defined as a gift to the consortium of a house, farm or ranch where the donor retains the right to the income, use and enjoyment of the property for life.

- a. Such transfers are frequently not in the best interest of the donor and offer potential for adverse donor relations. The consortium does not wish to put a donor in the position of needing to sell the property to raise funds but only being able to raise a small amount as owner of the life estate.
- b. Life estate gifts may be accepted when the real property involved is an incidental portion of the donor's current and future estate, and where there has been a full discussion with the donor concerning the particular risk inherent in this type of gift.

5.10 Retirement Plans: Almost any personal account, including Individual Retirement Accounts and qualified pension and profit-sharing plans, may be considered retirement savings. Gifts from these plans may be established by sending a new beneficiary designation to the plan administrator. The consortium encourages donors to name the consortium as a beneficiary of residual amounts that remain in a retirement plan following the death of the retiree and surviving spouse.

## 6. GIFT PLANNING SERVICES

6.1 Finders Fees and Commissions: The consortium will pay no fee to any person as consideration for directing a gift by a donor to the consortium. Payment of this kind raises legal and ethical issues and, in the case of irrevocable deferred gifts which involve management of assets, the payment of such a fee may subject the consortium and its Board to federal and state securities regulations.

6.2 Professional services: The consortium does not endorse any professional or fiduciary services. During the course of gift planning, donors may ask for, and staff or volunteers of the consortium may provide names of several persons who provide services that assist the donor in deciding whether to make the gift. In all cases, however, the donor is urged to seek the advice of counsel prior to the completion of any gift.

6.3 Professional Fees: The consortium may pay reasonable fees for professional services rendered in connection with the completion of a gift to the consortium. Such fees will be paid only with the prior consent of the Board of Directors, and then only following disclosure to and with the approval of the donor.

- a. Professional fees shall be reasonable, and directly related to the completion of a gift. Examples include: legal fees for the preparation of documents, accounting fees incident to the transaction, appraisal fees by independent qualified property experts, and charges by "fee for service" financial planners. The consortium shall not engage the professional services of insurance agents, securities brokers or financial planners unless they affirm in writing that they are not compensated for such services through the sale of products to clients.
- b. The Executive Director will review itemized statements of fees prior to payment, and in cases where fees are not reasonable, will review the facts and negotiate the payment.
- c. In cases where the persons receiving fees were initially employed by the donor and the consortium is asked to pay the fees involved, the donor shall be notified that the payment of such fees can result in taxable income to the donor in the amount of the fees paid.

**6.4 Donor Relations:** The consortium produces materials, which educate and inform our prospective donors and their advisors about the various plans of giving. To illustrate the benefits that personal gift planning techniques offer, specific examples of the consortium's donors and their gifts may be explained or promoted in a public forum, provided that the individuals identified have given their permission to be named or their situation described in that manner. Donors who make planned gifts may be recognized in publications and at events as a method of honoring and celebrating the completion of an important gift or gift expectancy.

- a. The financial value of a current gift is expressed as the dollar value at the time the gift is made. The financial value of an irrevocable deferred gift is expressed as the discounted present value of the future interest, often equal to the donor's charitable deduction, at the time the gift is made. The financial value of a revocable deferred gift (designation as a beneficiary in a will, retirement plan, or in a contract of life insurance) is deemed to be one dollar.
- b. Expectancies will be revalued at the time that the gift matures and again at the time that the property transfers to the consortium. In a campaign environment (such as a capital campaign) there may be different crediting guidelines for planned gifts in order to accommodate the unique circumstances of the campaign.

## **7. GIFT PROCESSING, RECEIPT AND ACKNOWLEDGEMENT**

**7.1 Gift Processing:** All solicitations of cash gifts, whether unrestricted or for endowment, will instruct donors to make their gifts payable to the consortium. Annual fund solicitations, pledge cards or agreements and similar periodic solicitations will request that donors send their gifts and pledges to the consortium for deposit. All gifts will be forwarded within one day of receipt together with a gift transmittal form to the Executive Director or appropriate staff member for deposit.

- a. Gifts consisting of property, which is not acceptable may be declined upon the recommendation of the Board of Directors. The Executive Director shall promptly and respectfully communicate the decision to decline the gift to the donor. In the event that such a gift is from the estate of a deceased donor, the decision to decline the gift will be communicated to the legal representatives of the estate.

**7.2 Acknowledgement:** The Executive Director will be responsible for the prompt acknowledgement and appropriate donor recognition of gifts. All gifts will be acknowledged within 72 hours.

## **8. USE OF LEGAL COUNSEL**

**8.1** The consortium shall seek the advice of legal counsel in all matters pertaining to personal gift planning and shall execute no gift agreement without the advice of legal counsel. All

agreements shall follow the format of the specimen agreements approved by our legal counsel and included by reference to these guidelines. All prospective donors shall be urged to seek their own counsel in matters relating to their gift plans as well as matters involving financial, tax and estate planning.

## **9. GIFT DISPOSITION**

9.1 Gifts involving cash will be promptly deposited into the appropriate accounts as directed by the Board of Directors.

9.2 Gifts involving securities (such as stocks, bonds or notes), proceeds from a policy of life insurance and other assets which are publicly traded or otherwise easy to value made to the consortium will be promptly deposited into a safekeeping account and as directed by the Executive Director, and the Board of Directors will be notified.

9.3 Gifts of hard-to-value items such as real estate, tangible personal property, partnerships, restricted stock, debt instruments, copyrights, royalties, patents or other property will be promptly deposited into a safekeeping account as directed by the Board of Directors. The Executive Director will take action as necessary to secure the item from loss and damage.

## Appendix – 25A

### Foundations and Grant Writing

Every nonprofit has a network of charitable foundations that may grant funding. Foundations particularly interested in youth, education, wellness, and community development are prime targets for the organization, as are foundations with Board members or donors who are connected to the organization. The key to success in grant funding is two-fold:

- Research foundations where The Library Consortium has a contact or where missions or areas of interest are similar and
- Make certain that a contact puts in a good word for the organization with the foundation.

Grants can be submitted for primarily program costs. Some foundations will not fund operational expenses, but most foundations will pay for some portion of operational overhead when they fund programs. That amount is usually 10% - 15% and should be included in every grant request.

#### Foundation appeal

- Grants can be ideal for specific programs.
- Decide which portion of the budget the organization can realistically fund through grants and proceed to grant writing with that target number in mind. At this time, the organization should consider targeting foundations who give to education, wellness, life skills and youth and children.
- GuideStar, Charity Navigator, Foundation Center, and Foundation Forward are major search sites that can identify potential foundations.
- Create a Grant Calendar (Excel spreadsheet) with a list of the top 50 foundations most likely to support the organization. Include contact information, application process, timeline, areas of giving, foundation trustee members and any other significant details.
- Review the foundation list with Board members and staff.
- Create a cultivation plan specific to building relationships with foundations that share the organization's vision.
  - + Call all of the foundations, ask to speak to a program manager and ask specific questions about the grant program.
  - + Questions should include: What are the foundation's primary areas of interest for the coming year, what do they really enjoy funding and how do they like to be contacted?
- Grant applications should follow grant guidelines, no more, no less. The content must be concise, persuasive and engaging. Grant applications should include:
  - + Energetic consistent description of mission/vision that highlights what makes the organization unique in the services it provides.

- + Any concrete data demonstrating the organization's scope and success, (outcomes) such as numbers served, benefits to youth, seniors, and families, etc.
- + Testimonials and case studies, especially those relevant to areas in which grant funds would be employed.
- To assist with grant writing, create and maintain a file for each program and/or project at The Library Consortium that includes:
  - + Images
  - + Testimonials/case studies
  - + Relevant data that demonstrates the positive impact on students — *the outcomes*

These materials can be used in grant applications, as well as the webpage, newsletters, annual fund letters, and donor updates.

Grant writing is an art and a science that requires significant time. Individuals working on grant writing should be good researchers, organized, detail-oriented and above all, able to meet deadlines. This is not recommended for a group of volunteers unless they are trained in grant-writing and research, dedicated to deadlines and have knowledge of the unique characteristics of individual foundations.

## Appendix - 26

### The Cycle of the Annual Fund

The sequence a development program should experience is:

1. **&Acquisition:** donors make a first gift to [LIBRARY]
2. **&Renewal:** donors give that same gift again in the next fiscal year.
3. **&Upgrade:** a donor makes a gift at a higher giving level after consistently giving at the same level.

**Acquisition:** Throughout the year, with the initiation of the above programs, the [LIBRARY] will encounter new potential donors. It is important that, prospects' contact information is captured at every event. These businesses and individuals should be solicited for an annual gift on a consistent basis.

**Renewal:** When asking a current donor to renew, letters that remind them of their past gift have higher rates of giving than those that simply ask for support without citing the last gift.

**Upgrade:** Generally, donors will upgrade their annual gift only after being personally asked to make a larger gift. It is important to demonstrate the impact the donors' gifts have made and the [LIBRARY] must have appropriately stewarded the donor.

#### Annual Fund Structure

Within the traditional annual fund, giving levels and/or giving societies are used to recognize donors at specific levels.

We recommend establishing six named giving levels and one society within the proposed new Annual Fund. We defer to staff to develop appropriate names for the giving levels. Annual Fund giving levels/societies are most effective when the level names reflect a clear hierarchy of importance and correspond to the unique culture of the [LIBRARY] capturing the spirit and passion of the mission.

Recommended giving levels/societies for [LIBRARY] could include:

- \$1-\$249
- \$250-\$499
- \$500-\$999
- \$1,000 - \$2,499 LIBRARY "Associates" for individuals
- \$2,500 - \$4,999 "Business Affiliates" for businesses and increased individual donors
- \$5000 - \$9,999

Higher giving societies, like the Associates and Business Affiliates, have an inner circle-like approach with intangible benefits that will create a feeling of inclusiveness, deepen one's relationship with the [LIBRARY] and provide for multiple opportunities for cultivation. Staff should be mindful in developing donor recognition that is meaningful, low cost and easy for the library to maintain. Ideally donors contribute to support your core mission, not because of the recognition of their gift. Yet there are ways to create attractive recognition elements that are valuable to donors, however, it is recommended that recognition costs not exceed one percent (1%) of the total gift.

Meaningful benefits are often cultivation opportunities. For instance, a party at the home of a Board member can create a venue for interested donors to learn more about the [LIBRARY] without being asked for an additional gift. It also facilitates two-way communication where the [LIBRARY] can learn more about its donors.

**Additionally, whatever the new giving levels become, it will be important to share them on the [LIBRARY'S] website.**

### **Annual Fund Volunteers**

We believe that the strongest direct mail appeals come from volunteers rather than staff. **Each year, a new Associates and Business Affiliates chairs should be recruited.** These volunteers will sign the appropriate appeals. It is important to select chairs who make their own significant gifts to the Annual Fund and who are willing to recruit others to help. The letters would be drafted for the signers to edit and to make the request sound more like their own personal style. Telling their story of involvement and how the [LIBRARY] fulfills its mission makes for a strong solicitation letter.

The Chair's primary role is to:

- Make their own gift to the Annual Fund
- Sign direct mail appeals, send emails, make phone calls, be interviewed for the Foundation newsletter and website, and partner with staff on visits to individuals, foundations and corporations.

Often the Associates or Business Affiliates chairs can be members of the Board, or this can be an opportunity to recruit other volunteers who might be considered a good future Board members. If they do well in this role, the chairs could be tapped for a Board position.

### **Timeline**

Annual Fund programs are year-round events. There are natural periods in which to conduct solicitations. We suggest that [LIBRARY] ultimately conduct three annual fund appeals each year using a combination of email and direct mail. These Annual Fund appeals should be letters that are a clear "ask". Once a contribution is made, a donor is not solicited again until the next fiscal year. Each mailing during the year will become smaller as more prospects from the list become donors. The [LIBRARY] can expand the annual fund database with new prospects for

each new mailing. A sample Development Calendar, outlined by month, is included in the Appendix.

## Methods of Annual Fundraising

### 1. Personalized direct mail

Personalized direct mail should be used for your current donors and for currently identified prospects. There is a tremendous difference between a personalized letter and a direct mail letter in annual fundraising. The keys to successful personalized letters are:

- Signatures should be hand-signed. Segmenting your top letters (renewals, upgrades and strongest prospects) and your general letters (everyone else) may provide a way to streamline hand signatures and electronic signatures.
- The Associates and Business Affiliates Chairs rather than staff members should sign letters.
- Ask the letter signer to write notes on letters of those persons he or she knows. If the total number of letters sent is deemed too many to be hand-signed, then segment the letters and hand-sign the most generous supporters.

Letters should contain a specific ask amount, i.e., *“Would you consider a gift of \$250 this year to support [THE LIBRARY’S] educational programs?”* or *“Your gift of \$250 was greatly appreciated last year. Would you consider increasing your gift to \$500?”*

The key is that letters be easily readable and that you tell a compelling story. Giving is inherently emotional and you can draw the reader in through the telling of a powerful story to more likely secure a gift.

While mail can sometimes be viewed as ineffective due to the cost of the mailing and the total dollars raised, it is an essential donor acquisition tool for the annual appeal. The “pipeline” of individual donors must continue to grow. While choosing to solicit current and past donors will always yield better results, the [LIBRARY] must also use its direct mail program to expand the donor base. It’s also important to capture email addresses at every juncture. An email message can be sent as a thank you for their support the first time with email solicitations to follow.

If, over three years of regular solicitations, the prospect does not respond to the direct mail appeals, then they should be dropped from the mailing list. Email could be a more cost-effective way to solicit those whose addresses have changed. Culling the database is an important task for staff to ensure efficiency and helps reduce unnecessary postage costs. The solicitations should provide a strong case for support and highlight the impact that current donors have on the library. **All letters should have a specific ask amount in the letter, asking the donor to give, renew or upgrade their gift.**

Eventually, one of the primary tasks for staff will be upgrading gifts to next giving level. We recommend that the Library Director, Friend of Library member, or Board member, will engage in personal visits with donors who are already making \$500 gifts. This effort should be segmented with the prospects with the greatest capacity visited first. For now, the Library Director and Friends of Library Chair should work toward face-to-face meetings with both top current donors and those who have the capacity to give \$1,000 or more.

In addition to upgrade solicitation letters and targeted ask visits, we suggest small group gatherings that invite donors of a certain gift level and above to attend (\$1,000 and above). These can be hosted prior to events (VIP gatherings) or in the home of a Friends/Board member. These are thanking events rather than ask gatherings.

## **2. Electronic & Online Fundraising**

Today people respond to the ease of electronic and online solicitations. It happens in two ways: by enabling websites to accept gifts from donors and through email solicitations. Alamo Colleges Foundation is currently set up to receive online donations through an online donation form. PayPal is a good option for setting up giving buttons through your web page.

## **3. Email Solicitations**

**Email fundraising is a very low-cost way to solicit funds, and donors find it to be an easy and efficient way to contribute.** The power of an email cultivation/solicitation is that interested donors will often forward the email on to their circle of friends and families, greatly widening the number of people who receive the request. “Viral marketing” enables the library to reach unknown prospects and networks. The challenge will always be how to successfully overcome spam filters and how to maintain an accurate email address list for future mailings.

As noted earlier, we suggest adding an email solicitation to your work calendar. Initially, that solicitation could take the place of a mailed appeal. Just like a printed piece, an email solicitation should be personalized and have a specific ask. The library can include embedded a video or a slide show of achievements and testimonials from patrons who benefit from the programs the library offers.

## Appendix – 27

### Corporate Donors

Corporations and businesses owned by Board or former Board members or former program participants should be sought for gifts, particularly if the Executive Director can make the case that the services offered at The Library Consortium continue to benefit individuals and families that are part of the community's workforce. The Executive Director may wish to consider these techniques in the future.

- Identify the corporations that most benefit from the Library Consortium
- Part of the message to these potential corporate donors is: "Your employees or & community benefit because we are doing..." &
- Create a folder of materials on The Library Consortium that includes a one-page fact sheet, any brochures, and a few vignettes or stories from people who have had their lives changed by the organization's good work. This will be your basic presentation to corporations.
- Select five corporations, connected to former or current board, donors or service recipients to cultivate relationships. Ask Board members to open the door for visits and determine if there is a fit between The Library Consortium and the corporation's needs.
- When presenting to individuals, always remember that donors frequently have more than one way to give. Many have individual wealth and/or private foundations and are owners or major employees in businesses and corporations. The business may also be able to provide in-kind support versus cash.

## Appendix – 28

48 pages