



Board of Directors Handbook

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ACCOMANYING DOCUMENTS FOR REVIEW:

- **Articles of Incorporation**
- **IRS Determination Letter**
- **By-Laws**
- **Form 990**
- **Record retention policy**
- **Whistleblower policy**
- **Conflict of Interest Policy**
- **Previous Board Meeting Minutes and Agendas**
- **Current Fiscal Year Budget**
- **Latest Audit Summary**
- **Board of Director's Fundraising Plan**

Introduction

The Garden Quarter Neighborhood Resource Center is a nonprofit organization located in McHenry, IL. The agency consists of two main programs: Youth Program and Parent Program.

During the school year, the Afterschool Program is open Monday-Wednesday from 2:30-5:00pm, Thursdays for BBBS from 2:30-6:00pm, and Fridays for teens (6th grade and up) from 2:30-4:30pm. The summer program is open from June through August on Monday-Thursdays from 12:00-4:00pm.

Our parent group meets every third Wednesday of each month at 7:00 pm for informational parent meetings regarding the Youth Program, upcoming events, etc. One evening per month, an outside agency is invited to our center to do an educational evening with the parents about their services and how to access them.

Our agency is funded through grants from the McHenry County Mental Health Board (MHB), the McHenry County Community Foundation (MCCF), Chicago Community Trust Nuestro Futuro, Full Circle Family Foundation, fundraising events and donations. Other community partners and supporters include: Bjorkman's Ace Hardware, The Chapel, Botto Gilbert Gehris Lancaster Law Firm, and SNM Realtors.

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History

The Garden Quarter Neighborhood Resource Center officially became a 501(c)3 due to the disintegration of the overarching Latino Coalition in July 2009. By becoming an independent non-profit organization, GQNRC prevented the cessation of services to the community. By doing so we ensured that 40 at-risk youth had a safe place to receive academic support and interact with positive adult role models. In the past years we have greatly increased our parent involvement by giving parents leadership roles, providing education to the parents and involving them in center decisions and fundraising. In addition, through the participation of service projects we have increased the youth's involvement within our direct community.

Why we do what we do:

Within McHenry County, one in every ten children are living in families with incomes below the poverty threshold. **One in ten.** Oftentimes youth living in these environments fall behind in school, turn to drugs or violence, and have higher incidents of teen pregnancy. By opening our doors to this population, we provide additional homework help and tutoring for youth from 2:30-5:00, the time when children often engage in risky behavior.

Furthermore, the vast majority of our client base is Hispanic. The National Assessment of Educational Progress has reported in the past several years that the performance gap between native English speakers and Hispanic students remains large. Hispanic students can fall through the cracks of our public school systems, slipping by with lower performance levels than their peers, and finishing high school unprepared for further education.

Also, 100% of our students qualify for the free or reduced lunch program. Low-income families often cannot afford tutoring services, day care, or mentoring services to aid in their child's academic and social development. We provide our services for free to this population, giving them access to resources that may normally be out of their financial reach.

Mission & Objectives

Mission:

The Garden Quarter Neighborhood Resource Center exists to enhance the quality of life of the McHenry community by encouraging education, promoting healthy lifestyles, and developing multicultural relationships.

Objectives:

Improve Academic Success and Literacy

- Youth receive homework help and tutoring nearly every day after school. Partnerships with local agencies allow us to provide Literacy Nights, free books to our students, and Stories in the Park

Provide Positive Mentors

- Big Brothers Big Sisters trained mentors and community volunteers engage in one-on-one and small group activities with youth and serve as positive role models.

Increase Parent Involvement and Leadership Capacity

- Monthly parent meetings provide parents with information on free public services and opportunities to engage in the planning, implementation, and evaluation process of the youth program.

Improve the Surrounding Environmental Community

- Youth and parents work with community volunteers to maintain a community garden and to care for 10 oak trees at Whispering Oaks park in McHenry.

Programs & Services

Our services fall under two categories: youth programs and a parent program.

Youth Program

GQNRC provides an after-school program each day after school and a summer program throughout June, July, and early August. Youth receive **academic support, mentoring** and **life skills education**, and opportunities to engage in **positive recreational activities** and **service learning projects**. We stress the importance of education by assisting students with homework and developing a sense of commitment to education by improving school attendance and setting educational and career goals. We also offer parental support, referrals, community assistance, and interaction with other McHenry County organizations in an effort to support low-income students and families and prevent at-risk behavior, substance abuse, and mental illness.

Academic Assistance

Each day after school, students receive homework help, a safe, welcoming environment, access to technology (computers and printers), access to school supplies, and one-on-one help from staff and volunteers such as high school National Honors Society volunteers.

Students with IEPs (individual education programs), that are in the bilingual program, or are having difficulties in school receive extra assistance beyond school hours. Staff maintain direct communication with teachers, social workers, and parents to provide the most support for academic success.

Mentoring

Many of our students are matched one-on-one with a trained Big Brother, Big Sister mentor that connects with students and gives them an opportunity to have open, confidential conversations with someone they can trust.

We have also started a mentoring group for teenage girls attending the center. In September 2014, we began bi-monthly mentoring sessions that give teen-aged girls a judgment-free zone to discuss topics that range from healthy relationships to entrepreneurship.

Extracurricular Activities and Experiential Learning

Our low-income students receive additional opportunities to engage in art and craft projects, volunteer opportunities, and educational field trips. Additions to our after-school program have also included opportunities such as free guitar lessons and tree-planting projects.

On space donated by our neighboring Ace Hardware, we have created a community garden space. Throughout the summer we incorporate our garden with the students' academic development through a gardening and healthy lifestyles curriculum. In the past we have collaborated with the University of Illinois Master Gardeners, the McHenry Garden Club, and the McHenry Public Library to engage students when schools are closed. All of the organic produce goes back to the families and students.

Referrals and Linkages

Students are also offered one-on-one time with staff (trained mandated reporters) to discuss any personal or academic concerns. Staff members communicate with other McHenry County organizations to provide referrals and connections for students and parents in need. Past examples of referrals include Families ETC's WrapAround program, the Early Intervention Program, Turning Point, and Pioneer Center. Additional family support and regular check-ins is provided for those already enrolled in services such as individual and family counseling and academic tutoring.

Additional Community Services and Activities

Parents and students enrolled in our programs also received additional services as needed or to further assist families. For example, throughout the summer months we work with the Northern Illinois Food Bank to provide free lunch, we receive weekly donations of snacks and meal items from the First United Methodist Church of McHenry, during the holidays we received donated gifts from local businesses, churches, and community members.

Students and families are also encouraged to participate in community activities that help to alleviate isolation and encourage healthy relationship building. In the past we have hosted events such as holiday party potlucks, a flower planting party, and open houses. Through active collaboration with outside agencies, students also interact with other community members. For example, our Teen Girls Mentoring Group has worked with representatives and members from District 200's Choose Respect, Turning Point, NAMI, and The Break. We have done volunteer projects with the Polish League of American Veterans, the City of McHenry Park District, and the McHenry Public Library.

Parental Involvement

Our students' parents contribute to the success of our Youth Programs by planning fundraising events, supervising fieldtrips, and supporting their children's academic progress.

Parent Program

GQNRRC provides referral services, classes, programs, and community support for low-income and/or Spanish-speaking parents in the McHenry County community. We bring in representatives from other Mental Health Board agencies for educational seminars and teach parenting skills using the Active Parenting curriculum. Our bilingual Parent Program Manager also hosts office hours to provide a welcoming space where parents can express their needs and concerns. The parents also contribute to the success of our Youth Programs by planning fundraising events, supervising fieldtrips, and supporting their children's academic progress.

Parenting Education

Our bilingual Parent Program Manager is trained with the Active Parenting curriculum and uses Active Parenting materials to guide parents through a six-week parenting class. We also host parenting support groups as an additional outlet for parents to find support, guidance, and assistance.

In the spring of 2015, we will be working in conjunction with Early Intervention and Options and Advocacy to provide bilingual "playgroups," which provide educational and hands-on activities for children under 5 years of age, as well as an opportunity for parents of young children to engage in their child's development.

Adult Education Programs

Our Parent Programs adapt to the current needs and requests of our clients. Upcoming in 2015 we plan to offer computer classes in Spanish and ESL (English as a second language) tutoring sessions.

At least once per month we also host educational sessions with an outside agency when parents can learn about other community organizations, their services, and how to access services. In the past we have hosted a college-night with McHenry County College representatives, information on obtaining a driver's license with a local law firm, and insurance sign-up with A Safe Haven and the Department of Health. See our calendar or our facebook page ([facebook.com/GQNRRC](https://www.facebook.com/GQNRRC)) to learn about our upcoming events.

Program Planning and Involvement

Parents of youth in our Youth Program stay engaged with our Youth Program through events, surveys, and meetings. About once per month, parents meet to help us plan fundraising events, field trips, and community activities. Once per year, parents are surveyed to request information and feedback on staff and programs and to anonymously state any needs, concerns, or questions.

In early 2015, we are also hoping to work with parents to develop an Advisory Council of active parents. This group will take on an even more involved leadership role within our programs and help with oversight and planning. Advisory Council members will also have a representative sit on our Board of Directors in order to ensure our programs and services are directly linked with the current needs of the community.

Referrals, Linkages, and Community Support

At least three days per week, we provide a Spanish-speaking staff member who is available for one-on-one meetings with parents in need of a service. Staff adapt to the needs of the client, and past services have ranged from printing or scanning documents to contacting doctor's offices to make appointments or inquire about insurance coverage.

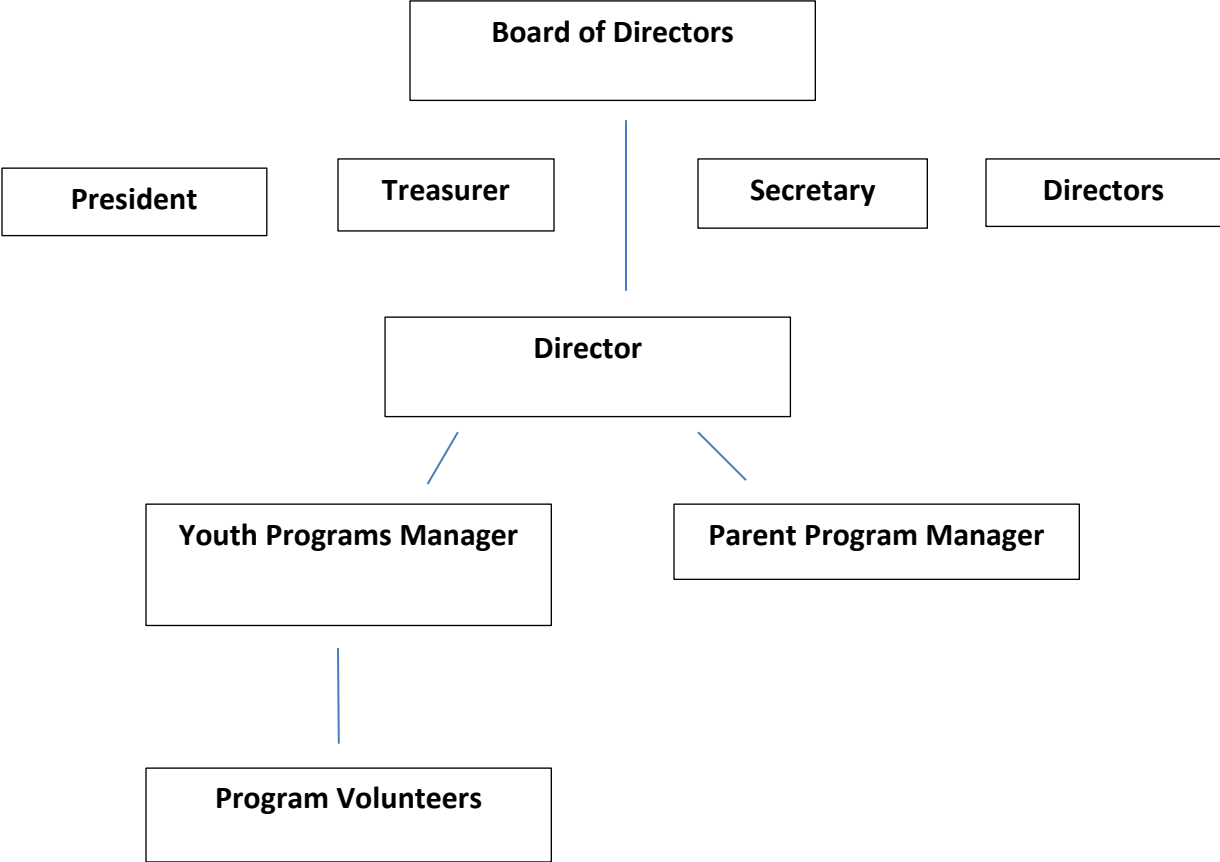
New clients meet with our Parent Program Manager to complete an in-take interview to assess any additional needs of the family. If we cannot directly provide the services needed at any point, staff works with clients to refer and connect families to other agencies and services.

Additional Community Services and Activities

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Organization Structure



Staff Member Background Information

Licia Sahagun, *Executive Director*

Licia has been with Garden Quarter since 2008. She started working with our programs as an AmeriCorps member, serving in the summers of 2008 and 2009. After Garden Quarter incorporated as a non-profit organization, she joined our Board of Directors in the spring of 2010. She served on our Board of Directors in various roles: as secretary, fundraising chair, and public relations chair until the fall of 2013. In the fall of 2013 she worked with staff to establish the Executive Director position, create and enhance our policies and procedures, and update our website and publicity materials. In February of this year, she joined our staff as our Youth Programs Manager; she has been overseeing our After-School Program and has developed our upcoming gardening and healthy lifestyles curriculum for the summer. She became our Executive Director in June of 2014.

Kate Snarski, *Youth Programs Manager*

Kate has been with our organization as a volunteer since August of 2013. Since then she has taken on more and more responsibility, primarily acting as a liaison with The Chapel, organizing community events, recruiting volunteers, and coordinating in-kind donations of snacks, school supplies and more for our students. She became our Youth Programs Manager in June of 2014.

Julia Bonti, *Teen Girls Group Mentor*

Prior to joining Garden Quarter Neighborhood Resource Center, Julia worked for Big Brothers Big Sisters (BBBS) of McHenry County for a combined total of 4 years. Throughout her time with BBBS, Julia worked in various areas of the organization, with her main focus being direct facilitation of after-school mentoring programs. Julia has spent the last 2 years partnering teenager mentors with youth from Garden Quarter and as a result, has developed a professional, yet personal relationship with the teens at our center.

Patricia Wallin, *Parent Program Manager*

In the past I have worked within the social services field in McHenry County and Chicago assisting families by providing them with appropriate referrals and supporting them in accessing different resources in the community based on their needs.

I was born in Latin America and immigrated to McHenry County when I was a child. I obtained my Bachelor's degree in Social Work from Western Illinois University and I am currently working on my thesis to obtain a Master's degree in International Social Work from the University of Stockholm, Sweden.

Staff Member Job Descriptions

Director:

- Assure organization is achieving mission
- Train/provide support to Afterschool Program Manager & Parent Program Manager
- Apply for grants and file grant reports
- Assist Treasurer with organization's finances; assist in developing and implementing agency budget
- Ensure organization is meeting all grant expectations
- Work with the Board of Directors to designs, develop, and implement organization's strategic plan

Youth Program Manager

- Supervise & manage afterschool program
- Recruit, train & supervise volunteers
- Enroll, track & supervise youth within the program
- Keep open communication with Parent Program Manager regarding Youth Program updates
- Track & provide necessary data to Director regarding the Youth Program; specifically grant expectations
- Maintain a safe & healthy environment within the program
- Schedule programs
- Assist the Executive Director in maintaining community partnerships
- Assist families in accessing community resources

Parent Program Manager

- Manage parent program
- Assist families in accessing community resources
- Plan & facilitate monthly parent meetings
- Weekly office hours
- Meet with parents/families outside of programs

Board of Director's Welcome Letter

Dear _____,

Date: _____

Welcome to the Garden Quarter Neighborhood Resource Center Board of Directors! I would like to welcome you in your new role as a board member of the Garden Quarter Resource Center. By taking on this role, you will be proactive in a mission to improve the quality of life of the youth in the McHenry community. The main responsibilities of our Board of Directors are as follows:

- **Review and update the organization's mission and objectives:** Periodically we review these statements to ensure we are staying true to our mission and hitting objectives that help us reach our longer-term goals.
- **Select and support the Director:** When necessary, we hire a qualified Director to fill the role. While a staff member is filling the position, we ensure the individual is working in partnership with entire board to move the organization forward.
- **Ensure effective organizational planning:** Each year we come together to review our success during the previous year and complete an annual report. With that knowledge we look forward to create next year's goals and longer-term goals to maintain a successful growth of our organization.
- **Ensure adequate resources:** Board members donate to the organization each year and work in partnership with staff to raise funds from the community.
- **Manage resources efficiently and effectively:** Our board, at least once per year, reviews and adjusts our annual budget as necessary to ensure that proper financial controls are in place.
- **Ensure legal and ethical integrity while maintaining accountability:** We work together to ensure that our board, our staff, and our organization are adhering to legal standards and ethical norms. We establish policies and procedures when necessary and ensure that we follow the organization's by-laws and articles of incorporation.
- **Monitor and strengthen the organization's programs and services:** Periodically we review our programs and services to determine which are most consistent with our mission and objectives. We monitor the effectiveness of each program and ensure that, if necessary, they reside within grant guidelines.
- **Enhance the organization's public standing:** We are one of the organization's primary links to the community-- including donors, the public, and the media. We are responsible for clearly iterating the organization's mission, accomplishments, and goals to the public, as well as garnering support from important community members and organizations.
- **Recruit and orient new board members and assess board performance:** We work together to maintain a balanced membership on our board and ensure officer positions are filled. Each year, members complete individual and Board of Directors evaluation documents to assess how we, as a board, are functioning. We are also responsible for orienting new members to the organization and the Board of Director's member position.

We greatly look forward to working on these responsibilities with you among our Board of Directors. Together we can help our organization meet its goals and continue to provide vital services for the Garden Quarter community!

Thank you.

Board of Directors President

Board Contact Information

Name	Phone Number	Email Address
Margi Worth	815-338-3838 815-260-3127	mworth@bgllaw.net
Meghan Scholnick	815-347-5968	megsulli12@gmail.com
Sherry Arevalo	815-578-1630	sherrymail@comcast.net
Gina Swinney	(815) 405-3820	geswinney@comcast.net

Board Member Background Information

Margi Worth, *President*

Margi joined the GQNRC Board of Directors in 2012. She has been a resident of McHenry since 1994 and an attorney since 1989. She is currently in private practice at the law firm of Botto Gilbert Gehris Lancaster where she has been since 2006 handling primarily criminal, juvenile and traffic matters. She served at the McHenry County State's Attorney's Office between 1998-2006 where she supervised the Juvenile Division, working on delinquency, abuse and neglect cases as well as other criminal matters. She has extensive experience working with the Department of Children and Family Services, law enforcement agencies, schools and numerous community providers, understanding the need for multiple agencies to work together to enhance the lives of our children and community.

Meghan Sullivan, *Treasurer*

Meghan graduated from the University of Illinois in Urbana/ Champaign in 2005 with a degree in International Studies (focusing on Latin America) and a minor in Spanish and in Environmental Law and Economics. She started as a program volunteer at the Garden Quarter Neighborhood Resource Center in 2005, helping with the community garden and summer academic activities and participating in the McHenry Fiesta Days parade. She then worked at the McHenry County Mental Health Board as a bilingual Project Success Coordinator. In July, 2006 she was hired by the McHenry County Latino Coalition as the Program Director at the GQNRC. She served in this capacity until the McHenry County Latino Coalition closed the center's doors in July, 2009. She collaborated with other former GQNRC employees and Americorps members that had served at GQNRC to form a non-profit organization to operate the GQNRC. They re-opened the GQNRC doors in late August of 2009 and operated on an extremely small budget. They hired Ashley Mueller as a part-time Program Director, and organized various small fundraisers to support the organization. In August of 2009, she started teaching self-contained bilingual second grade at Riverwood Elementary School, where she had the opportunity to teach many of the GQNRC participants and/or their siblings. In December of 2012 she earned my Master's Degree in Elementary Education from Aurora University. She will finish her endorsements in Bilingual Education and English as a Second Language at the end of the 2013-2014 school year and is currently taking classes in teaching early literacy using the Reading Recovery model. During the 2013-2014 school year she began to work for Crystal Lake School District 47 as a Reading Recovery teacher and a reading and English as a Learning Language interventionist at North Elementary School.

Board Member Expectation Statement

General Expectations

1. Support the organization's mission, purposes, goals, policies, and programs while knowing its strengths and needs.
2. Suggest possible nominees to the Board who are men and women of achievement and who can make significant contributions to the work of the Board and the progress of the organization.
3. Serve actively on committees of the Board as requested by the President when possible.
4. Attend activities and events sponsored by the organization whenever possible.
5. Represent your sector of the community, given your specific network and expertise, as it benefits the organization.
6. As it is highly recommended as an avenue to familiarize myself with the organization, I will volunteer during programming hours at either the Afterschool Program or Parent Group Program if possible. If I plan to volunteer during programming hours, I will attend one of the quarterly program volunteer trainings to ensure that I understand volunteer policies and procedures.

Meetings

1. Prepare for and participate in the organization's monthly Board meetings and scheduled committee meetings, including appropriate Garden Quarter activities.
2. Ask timely and substantive questions at Board and committee meetings consistent with personal conscience, convictions, and ethics, while supporting the majority decision on issues decided by the Board even in the event that you abstain or vote against the motion.
3. Maintain confidentiality of the Board's executive sessions, discussing these matters to the public only when authorized to do so.
4. Suggest agenda items for Board and committee meetings to ensure that significant matters are addressed and the Board's commitment to strategic planning is upheld.

Avoiding Conflicts

1. Serve the organization as a whole rather than any special interest group or constituency.
2. Avoid even the appearance of a conflict of interest that might compromise the Board and disclose any possible conflicts to the board in a timely fashion.
3. Never spend time alone, without other volunteers or staff, with the youth.
4. If contacting community members, ensure that you are clear on the organization's missions and objectives.

Fiduciary Responsibility

1. Exercise prudence and sound fiscal practices with the Board in the control of and transfer of the organization's funds.
2. Faithfully read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility as requested.

Fund Raising

1. Make an annual contribution of time or funds to the organization with the realization that the Board plays a leadership role in fund development.
2. Assist the organization with development of and implementation of fund development strategies.
3. Attend at least one fundraising event during each calendar year.

Legal Duties of a Nonprofit Board

According to nonprofit corporation law, a board member should meet certain standards of conduct and attention to his or her responsibilities to the organization.

Duty of Adherence

Adherence to the organization's mission, objectives, by-laws, and articles of incorporation must guide all decisions. The board must also ensure that the organization functions within the law, both the "law of the land" and its own by-laws and other policies.

Duty of Due Diligence

Board members must exercise due diligence in all dealings with the organization and its interest. This includes careful oversight of financial matters and reading of minutes, attention to issues that are of concern to the organization and raising questions whenever there is something that seems unclear or questionable.

Duty of Loyalty

Conflicts of interest, including the appearance of conflicts of interest, must be avoided. This includes personal conflicts of interest or conflicts with other organizations with which a board member is connected.

Duty of Transparency

In addition to the above three traditional duties, boards have an obligation to ensure that their organization is appropriately transparent in its operations. This entails the filing of IRS form 990 or 990-PF and other appropriate information and tax returns, which are required to be made public.

Code of Ethics

Given its mission, the Garden Quarter Neighborhood Resource Center has adopted a code of ethics to guide its board members, committee members and staff in their conduct when acting on behalf of the Garden Quarter Neighborhood Resource Center. The Code contains broad principles reflecting the types of behavior the Garden Quarter Neighborhood Resource Center expects towards donors, employees, peers and the public.

This policy is not intended as a stand-alone policy. It does not embody the totality of the Garden Quarter Neighborhood Resource Center ethical standards, nor does it answer every ethical question or issue that might arise. Rather, it is one element of a broader effort to create and maintain a quality organization that gives ethical conduct the highest priority. This Code will be reviewed periodically.

Board members, committee members and staff should:

1. Have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals, believe in the purpose and the mission of the organization, and act responsibly and prudently as its steward.
2. Make an effort to understand, respect and support our diverse client base, peers and staff members.
3. Respect the confidentiality of sensitive information about the Garden Quarter Neighborhood Resource Center, its members, donors, board and employees.
4. Comply with applicable federal, state and local laws, regulations and fiduciary responsibilities in an effort to create transparency in all of our operations.
5. For the board of directors, provide credible and effective oversight to the organization's work without personal bias.
6. Not accept commissions, gifts, payments, loans, promises of future benefits or other items of value from anyone who has or may seek some benefit from the Garden Quarter Neighborhood Resource Center in return, other than occasional gifts of nominal value that are in keeping with good business ethics.
7. Abide by the governing documents and policies of the Garden Quarter Neighborhood Resource Center.
8. Be accountable for adhering to this Code of Ethics.

Compliance, Monitoring and Reporting

The Garden Quarter Neighborhood Resource Center's management is responsible for communicating this Code of Ethics to all members of the board of directors, standing committee members, as well as staff, staff interns and staff volunteers and for ensuring its adherence at all times.

Fiscal Policies

1. The fiscal year of the board shall be July 1st to June 30th.
2. Any purchase or expenditure that is over the amount of \$200 shall require a majority vote from the Board of Directors prior to making the purchase or expenditure.
3. The Board shall adopt an annual operating budget, which specifies major expenditures by type and amount. The budget shall be approved by the board at least one month before the end of the current fiscal year.
4. Only the President, Secretary, and Chair of Programming are authorized to sign checks from the organization's bank account.
5. A non-payroll check of \$200 or more must be signed by 2 of the authorized signers.
6. Only the Treasurer and Program Director can make deposits.
7. A petty cash fund of no more than \$50 can be kept at the Garden Quarter Neighborhood Resource Center in a locked cash box. Any cash that is received that is in excess of \$50 must be deposited the next business day. The Program Director can use petty cash money to make necessary purchases that do not exceed \$50. Paper receipts for all purchases must be kept in the lock box and turned in to the treasurer each month.
8. No Board Member or employee is allowed to possess or use a debit or credit card that is attached to the organization's account.
9. Fees for services provided can be paid with a money order or in cash. The Program Director must provide a written receipt and maintain a carbon copy of the receipt in the cash box.
10. The Board may accept on behalf of the corporation any cash, contribution, gift, bequest, or devise for the general purposes, or for any special purpose, of the corporation. Prior to acceptance of a significant non-cash contribution, gift, bequest, or devise, the Board shall determine, by resolution thereof, that the acceptance of such non-cash contribution, gift, bequest, or devise by the corporation would be consistent with and further the purposes of the corporation.

How Meetings Work

Expectations:

- Arrive on time
- Read all materials provided prior to the start of the meeting
- Be open to the ideas of others and listen while staying on task
- Speak up and contribute your viewpoints to the discussion
- Take action on any personal responsibilities you have as a result of the meeting

A meeting agenda will be issued no later than one week prior to the scheduled meeting

Important Definitions

- **Agenda:** A list of items to be discussed at a formal meeting.
- **Minutes:** instant written record of a meeting
- **Quorum:** A quorum refers to the minimum number of board members entitled to vote who must be present at a meeting before any business can be transacted legally. The principle behind setting a quorum is to prevent a totally non-representative action by a very small number of board members present.
- **Motion & Second**
 - After discussion of an issue or document, members may be required to approve the said issue or document
 - In order to vote, a board member must make a motion. This is done by saying, for example, “I move to approve the budget for Fiscal Year 14”
 - Once the motion is in place, another board member may then “second” the motion. This is done by saying, “I second the motion”.
 - The Board President will then reiterate that there is a motion and second on the floor and ask that all in favor respond “aye” and all opposed respond, “nay”.
 - If a board member feels they have an interest in the outcome or matter being voted on that directly affects them personally in a manner not shared by the other members of the group, they should abstain from a vote.

Decisions: Sometimes board decisions are not unanimous. Board members contribute varying, sometimes controversial and at times conflicting perspectives to a deliberation. New and different ideas assist the board in reaching an objective and balanced decision. Most board decisions are based on majority rule, which automatically creates compromise and occasionally dissenting opinions. However, consensus building and healthy debate are ways to improve governance and make better decisions. If a board member strongly disagrees with a motion and votes against it or abstains from it, this will be recorded in the meeting minutes, not the newspaper. Once a decision is made, the board speaks with one voice. Individual board members are expected to present a united front to the outside world.

Board of Directors Work Plan

Meeting Date	Major Discussion Topics	Action Needed
January	Begin preparing for annual review: review strategic plan	<ul style="list-style-type: none"> • Submit requests for newsletter • Review previous year's strategic plan and beginning thinking for next year
February	Review governing documents	<ul style="list-style-type: none"> • Send quarterly newsletter • Review board handbook, by-laws, and policies
March	Preparation for annual staff fundraiser; prepare for annual review	<ul style="list-style-type: none"> • Support staff with fundraising for Human Race • Review current fiscal year's budget
April	Annual staff fundraiser – Human Race; planning for next year: strategic plan	<ul style="list-style-type: none"> • Attend Human Race fundraiser • Submit requests for quarterly newsletter • Create next year's strategic plan
May	Planning for next year: budget; <i>annual review document preparation (optional)</i>	<ul style="list-style-type: none"> • Discuss annual review • Revise budget for next FY • Send quarterly newsletter
June	Final approval of planning documents	<ul style="list-style-type: none"> • Approve annual budget • Approve strategic plan • Assist parents with annual fundraiser
July	Parent Fundraiser	<ul style="list-style-type: none"> • Attend parent fundraiser • Submit requests for newsletter
August	Catch-up meeting	<ul style="list-style-type: none"> • Send quarterly newsletter • Complete unfinished business
September	Prepare for annual campaign	<ul style="list-style-type: none"> • Draft annual campaign letter
October	Holiday party and annual campaign	<ul style="list-style-type: none"> • Discuss annual campaign letter • Plan and assist with holiday party
November	Annual audit	<ul style="list-style-type: none"> • Send annual campaign letter • Attend holiday party • Annual audit
December	Optional year-end meeting and review of audit	

New Member Recruitment Plan

1. Maintain an up-to-date list of potential board candidates, including the particular skills they can bring to the organization.
2. Have prospective new board members fill out the Board Application Form (online).
3. Per any scheduling in the By-laws and/or after strategic planning, reference major strategic goals for the organization and the Director to identify what skills would be highly useful to the board.
4. As needed, reference the list of potential candidates to recruit for board membership and ask to meet with them.
5. Prospective board members should meet with the Director and/or a Board Member and hear an overview of the organization. At this time they will receive relevant organizational materials describing the organization's mission and objectives, a board member welcome letter complete with a board member's expectations, and a copy of the board handbook.
 - a. The prospective new member should also hear about how the organization orients new members. Provide names of several board members whom the prospective new member might contact with any questions.
6. Identify if there are any potential conflicts of interest with the candidate, e.g., is he or she on the board of a competing organization, a vendor of the organization, etc.
7. Invite the prospective new member to a board meeting. Notify current board members that a potential new member will be attending.
 - a. Introduce the member right away in the meeting and, at the end of the meeting, ask the potential new member if they have any questions. Thank them for coming.
8. Shortly after the meeting, call the prospective new member to hear if they want to apply for joining the board or not. If so, solicit their completed board member application and provide all applications to the board for their review and election.
9. Notify new members (those who have been elected) and invite them to subsequent board meetings and the board orientation.
10. During the first 6 months of a new member's term, members will review orientation materials, the Board of Directors Handbook, and sign a member contract. At the end of this period, members will complete a self-evaluation and the board will vote on said member's continued involvement on the Board of Directors.

New Board Member Self-Evaluation (6-Month Review)

	Yes	No	Not Sure
1. Do I understand and support the mission of the organization?			
2. Am I knowledgeable about the organization's programs and services?			
3. Do I understand my role and responsibilities on the board?			
4. Am I willing to assist with fund-raising and/or give a significant annual gift to the organization?			
5. Do I read and understand the organization's financial statements when presented to me?			
6. Do I have a good working relationship with the Board President and Director?			
7. Do I recommend individuals for service to this board?			
8. Do I prepare for and participate in board meetings including reading all reports and documents prior to the start of each meeting?			
9. Do I act as a good-will ambassador to the organization?			
10. Do I feel as though I am an asset to the board?			
11. Do I think I am a good fit with the organization given my interests, skills, and availability?			
12. Do I find serving on the board to be a satisfying and rewarding experience?			
13. Have I read and do I understand the Garden Quarter Neighborhood Resource Center's Board Handbook?			
14. Have I signed the Board Member Contract?			
15. Do I maintain the confidentiality of board information?			

Board Member Annual Self-Evaluation

	Yes	No	Not Sure
1. Do I understand and support the mission of the organization?			
2. Am I knowledgeable about the organization's programs and services?			
3. Do I understand my role and responsibilities on the board?			
4. Do I assist with fund-raising and/or give a significant annual gift to the organization?			
5. Do I read and understand the organization's financial statements when presented to me?			
6. Do I have a good working relationship with the Board President, Director and fellow board members?			
7. Do I recommend individuals for service to this board?			
8. Do I prepare for and participate in board meetings including reading all reports and documents prior to the start of each meeting?			
9. Do I act as a good-will ambassador to the organization?			
10. Do I feel as though I am an asset to the board?			
11. Do I think I am still a good fit with the organization given my interests, skills, and availability?			
12. Do I find serving on the board to be a satisfying and rewarding experience?			
13. Do I still understand the Garden Quarter Neighborhood Resource Center's Board Handbook, ensure it is up to date and follow its policies?			
14. Have I signed the Board Member Contract? If an officer, have I signed the Board Officer Contract?			
15. Do I maintain the confidentiality of board information?			
16. Do I serve the organization as a whole rather than any special or personal interest and represent that at each meeting?			

17. Do I consistently follow the volunteer requirements as a board member?			
18. Do I attend at least one fundraiser each year?			
19. Do I serve actively on committees when applicable?			
20. Do I have an assignment to fulfill at the end of each meeting?			
21. Do I complete assignments that have been given to me in a timely fashion?			

Board of Directors Full Board Evaluation

Board Activity

LOW				HIGH
1	2	3	4	5

1. The board operates under a set of policies, procedures, and guidelines with which all members are familiar.

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2. Each member clearly iterates the organization's mission, accomplishments, and goals to the public, as well as garners support from important community members and organizations.

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3. Board meetings are well attended, with near full turnout at each meeting.

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4. At the end of each meeting, Board Members have at least one assignment.

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5. Nomination and appointment of board members follow clearly established procedures using known criteria.

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6. Newly elected board members receive adequate orientation to their role and what is expected of them.

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7. Each board meeting includes an opportunity for learning about the organization's activities.

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8. The board follows its policy that defines term limits for board members.

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9. The board fully understands and is supportive of the strategic planning process of the organization.

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10. Board members receive meeting agendas and supporting materials in time for adequate advance review.

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11. The board adequately oversees the financial performance and fiduciary accountability of the organization.

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12. The board receives regular financial updates and takes necessary steps to ensure the operations of the organization are sound.

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13. The board regularly reviews and evaluates the performance of the Director.

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14. The board actively engages in discussion around significant issues.

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15. The board President effectively and appropriately leads and facilitates the board meetings and the policy and governance work of the board.

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Mission and Purpose

LOW				HIGH
1	2	3	4	5

1. Statements of the organization’s mission are well understood and supported by the board.
2. Board meeting presentations and discussions consistently reference the organization’s mission statement.
3. The board reviews the organization’s performance in carrying out the stated mission on a regular basis.

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Governance

1. The board exercises its governance role:
 - 1) Ensuring that the organization supports and upholds the mission statement, core values, vision statement, and policies.
2. The board reviews its own performance and measures its own effectiveness in governance work.
3. The board is actively engaged in the board development processes.
4. The board is actively engaged in the strategic planning process referring to the strategic work plan at each meeting.

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Board Meetings

LOW				HIGH
1	2	3	4	5

- 1. Board meetings are frequent enough to ensure effective governance.

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- 2. There is an appropriate amount of time at meetings to accomplish the board's work.

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- 3. Board members fully and positively participate in discussions.

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- 4. Information provided by staff is adequate to ensure effective board governance and decision-making.

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- 5. All members have adequate agendas and minutes for each meeting.

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Board Membership

- 1. The board size is adequate to effectively govern the organization.

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- 2. The board has a range of talents, experience, and knowledge to accomplish its role.

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- 3. The board uses its members' talents and skills effectively.

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- 4. The board makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.

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- 5. Board members complete an individual assessment annually.

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- 6. Each board member participates in financially supporting the organization on an annual basis.

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- 7. Each board member actively participates in the recruitment of new members.

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Administration and Staff Support

- 1. The Board President provides adequate contact with administration and staff.

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- 2. Communication is strong and clear between the board and Director.

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- 3. Each board member is aware of staffing structure and needs.

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Please make any other comments about the work and effectiveness of our boards:

Officer Expectations

Responsibilities of Board President

- Attend all board meetings to the best of your ability.
- Maintain knowledge of the organization and personal commitment to its goals and objectives.
- Oversee and facilitate board and executive committee meetings.
- Work in partnership with the director to make sure board resolutions are carried out.
- Call special meetings if necessary.
- Appoint all committee chairs, and with the director, recommend who will serve on committees.
- Work with director when preparing agenda for board meetings.
- Assist in conducting new board member orientation.
- Oversee searches for a new director.
- Coordinate executive director's annual performance evaluation.
- Work with the board to recruit new board members.
- Coordinate periodic board assessment with the director.
- Annually consult with board members on their roles and help them assess their performance.

Responsibilities of Board Vice President

- Participate as a vital part of the board leadership.
- Attend all board meetings to the best of your ability.
- Maintain knowledge of the organization and personal commitment to its goals and objectives.
- Serve on the executive committee if one exists.
- Carry out special assignments as requested by the board president.
- Understand the responsibilities of the board president and be able to perform these duties in the president's absence.

Responsibilities of Board Secretary

- Participate as a vital part of the board leadership.
- Attend all board meetings to the best of your ability.
- Act as compliance officer for public disclosure of Form 990, Form 1023, Articles of Incorporation, By-Laws, and Board of Director's meeting minutes.
- Maintain knowledge of the organization and personal commitment to its goals and objectives.
- Serve on the executive committee if one exists.
- Maintain all board records and ensure their accuracy and safety.
- Take and distribute board minutes at each meeting.
- Update Board Handbook on annual basis and maintain Board of Directors binder with minutes, program reports, budgets, and other essential documents.

- Assume responsibilities of the president in the absence of the board president and vice president.
- Provide notice of meetings of the board and/or of a committee when such notice is required.
- Send notices, welcome letters, and thank you notes on behalf of the board, when necessary.

Responsibilities of Board Treasurer

- Attend all board meetings to the best of your ability.
- Maintain knowledge of the organization and personal commitment to its goals and objectives.
- Understand financial accounting for nonprofit organizations.
- Serve as financial officer of the organization and as chairperson of the finance committee, if applicable.
- Manage the board's review of and action related to the board's financial responsibilities.
- Work with the director to ensure that appropriate financial reports are made available to the board on a timely basis.
- Assist the director in preparing the annual budget and presenting the budget to the board for approval.
- Review the annual audit and answer board members' questions about the audit.

Board of Directors Officer Agreement form

I hereby acknowledge that:

1. I understand the requirements of the position and the general terms under which I will be asked to serve and for which I will be held accountable.
2. I will do my best to attend each and every required meeting, held via teleconference or in person.
3. I have read and will adhere to the Garden Quarter Neighborhood Resource Center Board of Director's Code of Ethics, Bylaws and Articles of Incorporation.
4. While participating in meetings as an officer, my first allegiance and priority, and my fiduciary responsibility and liability are to the Garden Quarter Neighborhood Resource Center and to its members and clients whom I will be representing.
5. I understand the term limits as outline in the by-laws and am hereby agreeing to fulfill those term commitments to the best of my ability.
6. I understand that I can fill this officer position for no more than three consecutive terms and that I will be responsible for aiding the board in finding a qualified individual for my replacement.
7. I acknowledge the significant commitment of time required in attending the organization's functions, as well as time required to discharge my duties.
8. I am aware that there may be a cost of participation that will not be reimbursed by the organization unless specifically stated in governance documents.

Having acknowledged the above, I agree to serve as a **[insert officer position]** on the Garden Quarter Neighborhood Resource Center Board of Directors during the **[insert year]** calendar year.

Name, signed

Date:

Board of Directors President or Secretary

Date:

Conflict of Interest Disclosure Statement

Please initial in the space at the end of Item A or complete Item B, whichever is appropriate; complete the balance of the form; sign and date the statement; and return it to the board chair.

A. I am not aware of any relationship or interest or situation involving my family or myself that might result in, or give the appearance of being, a conflict of interest between such family member or me on one hand and the Organization on the other. Initials: _____

B. The following are relationships, interests, or situations involving me or a member of my family that I consider might result in or appear to be an actual, apparent, or potential conflict of interest between such family members or myself on one hand and the Organization on the other. Initials: _____

Corporate (either nonprofit or for-profit) directorships, positions, and employment:

Membership in the following organizations:

Contracts, business activities, and investments with or in the following organizations:

Other relationships and activities:

My primary business or occupation at this time:

I have read and understand the Organization's Conflict-of-Interest Policy and agree to be bound by it. I will promptly inform the board chair of the Organization of any material change that develops in the information contained in the foregoing statement.

Type/Print Name

Signature

Date

Board of Directors Member Agreement

I, _____, understand that as a member of the Board of Directors of Garden Quarter Neighborhood Resource Center, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward. As part of my responsibilities as a board member:

1. I will fairly and adequately represent the organization's work and values to the community and act as a spokesperson when necessary.
2. In turn, I will interpret our constituencies' needs and values to the organization, speak out for their interests, and on their behalf, hold the organization accountable.
3. I will actively participate in fulfilling the Board of Directors' responsibilities and duties and make an effort to attend each Board meeting.
4. I will make an annual contribution of time or funds to the organization with the realization that the Board plays a leadership role in fund development.
5. I will actively participate in one or more fundraising activities during each calendar year.
6. I will excuse myself from discussions and abstain from votes where I have a conflict of interest.
7. I will stay informed about what is going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, and other matters. I will not stay silent if I have questions or concerns.
8. I will work in good faith with staff and other board members as partners toward achievement of our goals. I will treat all staff with respect and communicate directly with the Director in issues regarding programming.
9. If I do not fulfill these commitments to the organization, I will expect the board president to call me and discuss my responsibilities with me.
10. I have disclosed any possible conflicts of interest that I may have as a Board of Directors member for Garden Quarter Neighborhood Resource Center.
11. I have fully read and understand the Board of Directors Handbook and agree to adhere to the organization's by-laws, mission, and objectives to the best of my ability.

In turn, the organization will be responsible to me in the following ways:

1. I will be sent an annual operating budget each fiscal year, which I will review closely to ensure it meets the organization's and its clients' needs.
2. Opportunities will be offered to me to discuss with the Director and the board president the organization's programs, goals, activities, and status; additionally, I can request such opportunities.
3. The organization will provide me with a copy of the organization's by-laws as well as orientation materials to retain as a reference during my term as a board member.
4. Board members and staff will respond in a straightforward and professional fashion to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me toward achievement of our goals.
5. If the organization does not fulfill its commitments to me, I can call on the board president and Director to discuss the organization's responsibilities to me.

Signed: _____, Board Member

Date _____

_____, President of the Board of Directors

Date _____