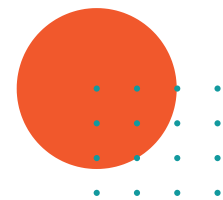




OREGON MAIN STREET

2023/2024

POLICIES & PROCEDURES MANUAL



Organization. Promotion. Economic Vitality. Design



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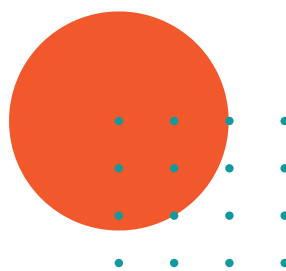


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DISCLAIMER



This sample document will be a good starting point for your organization to develop your own organizational policies and procedures handbook. We have made a good-faith effort to represent the many Oregon laws dealing with employment and have added footnotes for further information. We also relied on information from the Nonprofit Association of Oregon for other policy matters and included a footnote for additional information where necessary.

While we tried to be comprehensive in the topics covered, we recommend you have an attorney review your final document as laws and regulations do change. This Policy and Procedures Manual is not intended as legal advice. Please review it with your attorney before your board of directors adopts it as your policy¹.

Review the Personnel Policy section that explains Oregon Law and follow these laws. Other sections may be modified and revised to suit your local circumstances. We suggest you Inventory and identify policies your organization may already have in place. Look first in your by-laws for your mission statement, board and officer duties, committee structure, etc. In addition, search board minutes from the past few years for policy decisions. Develop an outline of core policies based on the format of this document, along with additional topical areas covered by policy decisions already approved by your board. Draft and discuss policy recommendations using this handbook as a model. Then, seek legal or professional assistance to review the document.

Once these steps have been completed can policies be finalized and formalized.

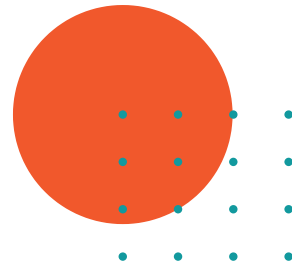
- Use the policies! Don't let them gather dust on a shelf. They should be accessible to employees for reference, at committee meetings for direction, and during keyboard deliberations for guidance.
- Give the policies to every incoming staff member, and have them sign the last page and keep it in their personnel file.
- Give any new board member these policies and ask questions during board orientation.
- Review and update policies annually to ensure they comply with new laws or regulations. At the same time, assess how the policies work and make changes in operating procedures if needed^[2].

HOW TO USE THE INTERACTIVE PDF

This PDF is an interactive digital document that allows users to interact with its content. It is designed to make organizations' data collection and information-gathering processes more efficient. Instead of traditional paper-based forms, this dynamic PDF provides a user-friendly interface for electronically inputting responses. Users can easily navigate the form by entering their organization's name and uploading their signatures in the designated fields. This eliminates the need for manual data entry and promotes accuracy in data collection.

To use the interactive PDF, organizations need to open on Adobe Acrobat Reader DC or Adobe Acrobat Pro/Standard/DC, complete the required fields with relevant information, save the document with the additional text, and rename it your own Policies and Procedures Manual electronically. This setup would eliminate the need for printing, handwriting, and scanning documents.

WHY HAVE POLICIES AND PROCEDURES?



The _____
NAME OF ORGANIZATION

Board of Directors, has developed and enacted the following policies and procedures under the organization's bylaws. These policies and general operating procedures were enacted and are being adopted for the effective operation of the

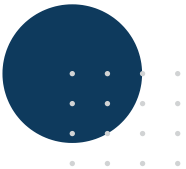
NAME OF ORGANIZATION

The day-to-day functional implementation of these policies and procedures is the joint responsibility of the board of directors and the executive director.

The purpose of these policies and procedures is to serve as a reference tool in making decisions involving the management and operation of the downtown organization; to establish guidelines to be followed by the executive director in determining employment practices; and to acquaint employees with their general employment rights, benefits, and responsibilities.

The manual will also provide employees with information on the organization's policies and procedures concerning accounting and financial management, procurement, records retention, and a drug-free work environment.

INTRODUCTION



OREGON MAIN STREET



The board of directors of the _____ sets
NAME OF ORGANIZATION

the policies of the organization and has the final authority to interpret these policies. The board reviews these policies, practices, and benefits annually.

These policies apply to the treatment of both paid employees and volunteers except when only applicable to paid employee positions.

The Organization Committee may recommend policy changes to the board, or the board itself may make changes. Proposed changes take effect when officially adopted by the board.

ETHICS & ACCOUNTABILITY

CODE OF ETHICS

The _____

NAME OF ORGANIZATION

strives to conduct our business activities with honesty, integrity, fairness, openness, and in accordance with the highest ethical standards. Employees and volunteers are expected to represent the organization courteously, efficiently, and professionally.



DECISION-MAKING PROCESS

The _____

NAME OF ORGANIZATION

use the most current revision of Robert's Rules of Order for all procedural questions and will follow them in the conduct of all member and board meetings, except as otherwise provided in the articles of incorporation or bylaws.

CONFLICT OF INTEREST

Charitable organizations are frequently subject to intense public scrutiny, especially where they appear to have inappropriately benefited their officers or directors. The IRS has an oversight role concerning charitable organizations. An essential part of this oversight is providing organizations strategies to help avoid the appearance or actuality of private benefit to individuals in a position of substantial authority. The conflict-of-interest policy adopted by the board of directors and attached in the Appendix is a strategy to establish procedures that will offer protection against charges of impropriety involving officers and directors. A conflict of interest occurs when individuals' obligation to further the organization's charitable purposes is at odds with their own financial interests. For example, a conflict of interest would arise if an officer or director votes on a contract between the organization and a business the officer or director owns.

Conflicts of interest frequently arise when setting compensation or benefits for officers or directors. A conflict-of-interest policy is intended to:

- Help ensure that when actual or potential conflicts of interest arise, the organization has a process under which the affected individual will advise the governing body about all the relevant facts about the situation.
- Establish procedures under which individuals with a conflict of interest will be excused from voting.

Apart from any appearance of impropriety, organizations will lose their tax-exempt status unless they operate in a manner consistent with their philanthropic goals. Serving private interests more than insubstantially is inconsistent with accomplishing charitable purposes. For example, paying an individual with substantial authority excessive compensation helps a private interest. Providing facilities, goods, or services to an individual in a position of substantial authority also serves a private interest unless the benefits are part of a reasonable compensation arrangement or are available to the public on equal terms and conditions[3]. The organization's board, officers, committee members, volunteers, and employees shall avoid conflict between their personal, professional, or business interests and the organization's interest.

Board members, officers, and employees will inform the board president of any connection to groups or organizations doing business with the organization. Board members with an actual or potential conflict of interest shall not participate in discussions or vote on matters affecting transactions between the organization and the other group. Board members may participate in board discussions but must leave the room for the vote.

They will be invited back into the board meeting when the vote is completed, and these actions will be recorded in the minutes of that meeting. Employees who have an actual or potential conflict should not be substantively involved in decision-making affecting such transactions either. This includes, but is not limited to, transactions involving:

In addition, _____ board members,

NAME OF ORGANIZATION

officers, committee members, volunteers, and employees shall not use the organization's facilities, equipment (e.g., computers, copiers, and phones), postage, or supplies for their private use or gain or the use or gain of another person or entity. The entire Conflict of Interest Policy is listed in the Appendix, and the Conflict-of-Interest Annual Statement (see below) that all board members must sign each year.



CONFLICT OF INTEREST ANNUAL STATEMENT

Board members will read and sign an annual Conflict of Interest Statement which says that they have read, understand, and will abide by the organization's conflict of interest policy. This annual statement will be signed by the board president and be kept with the files about each board member. The Conflict-of-Interest Annual Statement is listed in the Appendix.

CONFIDENTIALITY POLICY FOR EMPLOYEES, VOLUNTEERS & BOARD MEMBERS

Respecting the privacy of our donors, members, staff, volunteers, and of the _____ itself is an essential value of the organization.

NAME OF ORGANIZATION

Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from the executive director. Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left open or inadvertently shared.

Employees, volunteers, and board members of _____
NAME OF ORGANIZATION

may be exposed to information that is confidential and/or privileged and proprietary. The organization's policy is that such information must be kept confidential during and after employment or volunteer service. Staff and volunteers, including board members, are expected to return materials containing privileged or confidential information at the time of separation from employment or service expiration.

Unauthorized disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal[4].

WHISTLEBLOWER PROTECTIONS

A director, officer, or employee who, in good faith, reports a violation shall not suffer harassment, retaliation, or adverse employment consequences. An employee who retaliates against someone who has reported such a violation is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization before seeking resolution outside the organization. A Whistleblower Policy appears in the Appendix.

RISK MANAGEMENT

The board will annually review the organization's need for general liability and director's and officer's insurance and take other actions to mitigate risks. As part of board orientation, the insurance agent who provides the Officers and Directors' insurance will make a brief presentation about the substance of the organization's coverage.



RECORD KEEPING

A set of permanent records will be kept in the _____ office, including bylaws, incorporation
NAME OF ORGANIZATION
materials, other organizational documents, board minutes from the organization's incorporation to the present day, materials related to the
_____'s tax-exempt status, letter of
NAME OF ORGANIZATION
determination from the IRS, informational tax returns (IRS 990 forms), and items of historical significance to the organization. Other documents related to the organization's governance, administration, fundraising, and programs will be kept in the office for at least seven years.

The board will work with the executive director to ensure that the records are regularly backed up and to preserve electronic and print copies of documents vital to the organization's governance, financial, and programmatic operations to the organization's servers, Cloud computer system, and external hard drive.



RECORDS MANAGEMENT POLICY & DOCUMENT RETENTION SCHEDULE

Learn more about Records Management Policies and Document Retention Schedule at [Document Retention Policies for Nonprofits \(nonprofitoregon.org\)](https://www.nonprofitoregon.org/document-retention-policies-for-nonprofits)

- Corporate Records
 - Bylaws and Articles of Incorporation--Permanent
 - Corporate resolutions--Permanent
 - Board and committee meeting agendas and minutes--Permanent
 - Conflict-of-interest disclosure forms--4 years
- Finance and Administration
 - Financial statements (audited)--Permanent
 - Auditor management letters--7 years
 - Payroll records--7 years
 - Check register and checks--7 years
 - Bank deposits and statements--7 years
 - Chart of accounts--7 years
 - General ledgers and journals (includes bank reconciliations)--7 years
 - Investment performance reports--7 years
 - Equipment files and maintenance records--7 years after disposition
 - Contracts and agreements --7 years after all obligations end
 - Correspondence, general--3 years
- Insurance Records
 - Policies — occurrence type--Permanent
 - Policies — claims-made type--Permanent
 - Accident reports--7 years
 - Safety (OSHA) reports--7 years
 - Claims (after settlement)--7 years
 - Group disability records--7 years after the end of benefits
- Real Estate
 - Deeds-- Permanent
 - Leases (expired)--7 years after all obligations end
 - Mortgages, security agreements--7 years after all obligations end
- Tax
 - IRS exemption determination and related correspondence--Permanent
 - IRS Form 990s--Permanent
 - IRS Form 1023 (Application for Tax Exemption)--Permanent
 - IRS Form 5768 (“501H Election”)--Permanent
 - Charitable Organizations Registration Statements with a state agency--7 years

- Human Resources
 - Employee personnel files--7 years after employment ends
 - Retirement plan benefits (plan descriptions, plan documents)--Permanent
 - Employee handbooks--Permanent
 - Workers compensation claims (after settlement)--7 years
 - Employee orientation and training materials--7 years after use ends
 - Employment applications--3 years
 - IRS Form I-9 (store separate from personnel file)—Greater than 1 year after the end of service, or three years
 - Withholding tax statements--7 years
 - Timecards--3 years
- Technology
 - Software licenses and support agreements--7 years after all obligations end

ELECTRONIC DOCUMENTS & RECORDS

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested regularly.

EMERGENCY PLANNING

_____ 's records will be stored in

NAME OF ORGANIZATION

a safe, secure, and accessible manner. Documents and financial files that are essential to assuring

_____ 's operations in an emergency will be duplicated

NAME OF ORGANIZATION

or backed up at least every week and maintained off-site.

DOCUMENT DESTRUCTION



The executive director is responsible for identifying its records, which have met the required retention period, and overseeing their destruction. The destruction of financial and personnel-related documents will be accomplished by shredding. The organization will review its documents on file once per year, in the first quarter of the year, and destroy records and documents that have surpassed their retention period.

Document destruction will be suspended immediately upon any indication of an official government investigation or when a lawsuit is filed or appears imminent. The destruction will be reinstated upon the conclusion of the official government investigation or the resolution of the imminent or filed lawsuit.

COMPLIANCE

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against

_____ and its employees and
NAME OF ORGANIZATION

possible disciplinary action against responsible individuals. The executive director and board president will periodically review these procedures with legal counsel or _____'s

NAME OF ORGANIZATION

certified public accountant to ensure that they comply with new or revised regulations[5].



OPENNESS & DISCLOSURE

The _____
NAME OF ORGANIZATION

will provide comprehensive and timely information to the public, the media, and all stakeholders. All reasonable requests for information will be responded to as soon as possible.

An annual report will be prepared. The report will include a list of board members and employees, the current mission statement, information on program activities, financial information (at a minimum, the organization's total income, expenses, and net assets), and other information we may include. The annual report will be publicly available and posted on our website.



PROGRAM EVALUATION

The _____ regularly
NAME OF ORGANIZATION

reviews its effectiveness and reviews its effectiveness, and has mechanisms in place to incorporate lessons learned. The organization is responsive to changes in the field of downtown revitalization and to the needs of constituents.

PROHIBITION ON UNAUTHORIZED RECORDING, DUPLICATION, & DISTRIBUTION

All materials produced by an employee or volunteers on behalf of the organization are the sole property of the _____ unless; the board gives
NAME OF ORGANIZATION

prior approval, and a signed agreement is in place. This includes written, musical, photographed, drawn, programmed, or translated works. No one may reproduce, duplicate, distribute, or sell any such materials without the prior written approval of the board.

IRS 990 FORM PUBLIC INSPECTION

The board of directors shall make the organization’s annual IRS 990 form available for public inspection in the office immediately upon request. The annual IRS 990 form shall be posted on the organization’s website.



ORGANIZATIONAL FINANCES

The _____ 's
NAME OF ORGANIZATION

board of directors is committed to acting as responsible stewards in managing the organization's financial resources. The organization shall comply with all laws and regulations and adhere to sound accounting principles that produce reliable financial information, ensure fiscal responsibility, and build public trust. Ultimately, the board is legally responsible for all financial transactions of the organization.



BOARD OF DIRECTOR'S RESPONSIBILITIES

_____ shall
NAME OF ORGANIZATION

comply with all laws and regulations. The board of directors shall pay appropriate employee withholding taxes, file the Annual Charities Report with the Department of Justice, renew registration with the Secretary of State, review, file the annual IRS 990 Informational Tax Return form, and make it available for public inspection as noted above.

BANKING, ACCOUNTANT, AUDIT & FINANCIAL CONSULTANTS

The board of directors shall determine which bank, trust company, or other depository the corporation shall use. The board shall also decide which accountant, auditor, or other financial or insurance professional to engage on behalf of the organization.

FISCAL YEAR

The _____'s fiscal year is _____.

NAME OF ORGANIZATION FOR EXAMPLE JANUARY 01 TO DECEMBER 31

ESTABLISHING FINANCIAL CONTROLS

_____ day-to-day financial operations
NAME OF ORGANIZATION

shall be compiled in the office on a cash basis or accrual basis. The executive director and the independent accountant shall generate a detailed Master Chart of Accounts to track the organization's payables and receivables. The executive director shall maintain a proper filing system for all financial records. All excess cash shall be kept in an interest-bearing account.

All checks shall be kept in a locked box with keys available to the executive director and treasurer or others, as the board of directors shall determine from time to time. No transactions shall be "backdated" after the close of a quarter without full disclosure. Blank checks may never be signed in advance. Two designated board members of the corporation or one officer and the executive director shall sign all checks over \$250.00. The executive director's personal expense checks require two signatures regardless of the amount.

The executive director or the treasurer shall sign checks under \$250.00. The deliberate splitting of vouchers or invoices, which have the sole purpose or effect of meeting the parameters of this authority, is prohibited. No check shall be written to cash or Bearer. No cash advances shall be made for any reason. All void checks must be defaced and retained on the stub or with canceled checks. Pre-numbered check requests should be used, and sequences should be accounted for monthly. No “bank checks” will be permitted. Payroll checks will be supplied by direct deposit from the organization’s bank or other payroll provider. Executive committee members may not sign checks written to themselves or their business.

HANDLING CHECKS AND CASH

All checks will be endorsed with the _____
NAME OF ORGANIZATION

bank stamp upon receipt. Checks, as well as the associated deposit slip, will be photocopied.

Deposits will be made by the _____ within 24 hours of receipt.

INSERT NAMES OF TREASURER, THE EXECUTIVE
DIRECTOR, OR THE ADMINISTRATIVE ASSISTANT

The _____ who will count all cash

checks after cash-generating activities. Funds will be deposited within 24 hours by the

INSERT NAMES OF EXECUTIVE DIRECTOR AND AT
LEAST ONE MEMBER OF THE EXECUTIVE COMMITTEE

_____'s receipt as a record of the transaction.
NAME OF ORGANIZATION

PAYING INVOICES



The _____ will be responsible for paying the
FILL-IN-THE-BLANK WHO

organization's bills on time _____ each month. Many
HOW OFTEN

organizations now use electronic payment of regular bills such as
utilities, phones, subscriptions, etc. The

_____ will be responsible for paying
FILL-IN-THE-BLANK WHO

in the organization's bills via electronic bank payment on time
_____ each month.

HOW OFTEN

PURCHASING

The executive director shall purchase all supplies and equipment. These items should be purchased from local businesses in the district, even if they are more expensive than purchased from another vendor. The board must approve all purchases outside the budget or those exceeding the budgeted amount. Employees must provide three bids in the form of telephone requests for services or sources for products or professional services that exceed \$2,500 and submit this information to the board for consideration. See the organization's local buy policy below.



BUY LOCAL POLICY

_____ supports local, area, and state businesses and
NAME OF ORGANIZATION
will make every effort to purchase any goods or services from local, area, and state vendors.

The downtown organization must be fiscally responsible as a public/private non-profit organization (accepting public funds). The following standards of practice have been adopted as a measure of the professionalism expected of the employees, board members, and volunteers in the purchasing process:

1. To consider first the organization's interests and conduct operations by its established mission, objectives, policies, and standards.
2. To provide a courteous and prompt reception to all people on a legitimate business mission.
3. All goods and services purchased are limited to that necessary for the organization's mission.
4. _____ shall attempt to buy materials and services of high quality
NAME OF ORGANIZATION
at a reasonable cost whenever possible.
5. The organization shall ensure that all purchasing actions are fair and impartial with no impropriety or appearance of impropriety. All qualified vendors shall have access to our purchasing business, and no individual or firm shall be arbitrarily excluded.
6. Every attempt will be made to secure the maximum feasible amount of competition.
7. No employee, board member, or volunteer will contractually obligate the organization without documented approval from the executive director or the board of directors.
8. Advance approval is required for all consultant procurements regardless of the dollar amount. The board of directors must approve this request.
9. All purchasing activities will be conducted openly, fairly, impartially, effectively, and economically to ensure that high-quality goods and services are obtained at reasonable costs.
10. All budgeted purchases are subject to the following approvals:
 - a. Every purchase is subject to the approval of the board of directors, executive committee, or the executive director. Small purchases of necessary items up to \$250.00 can be made or authorized by the executive director. No volunteer can purchase products or services in the name of the organization without prior approval.
 - b. If an item to be purchased is not included in the budget (or does not fit into a budgeted category), the purchase of that item must be approved by the board of directors and/or the executive committee before purchase.

11. When approving invoices for payment, individuals certify that appropriate records exist, goods or services were properly obtained, and those goods were received, or services furnished in a manner consistent with this policy.
12. Advance payments for goods or services are limited to membership dues, periodical subscriptions, conference fees, and purchases of a similar nature.
13. Bids are requested for the purchase of goods or services totaling more than \$2,500. These bids can be solicited by telephone by the executive director.

The bidding process will be as follows:

- a. Three or more bids must be obtained first from local/area vendors and then other vendors.
- b. Bids must be submitted to the board of directors for approval by the executive director.
- c. Purchase of goods/services will go to the lowest bidder except as follows:
 - i. When the low bid is for goods or services of lesser quality.
 - ii. When the low bid is not from a local vendor, the following consideration will be given:
 1. A bid of 15% above the lowest price can be accepted from a local vendor.
 2. A bid of 10% above the lowest price can be accepted from an area or state vendor over an out-of-state vendor
3. Local vendors may be allowed to submit a second bid for a better price when competing with a non-local vendor.
14. Emergency purchases may be made by presenting a board resolution to board members without a meeting if permitted in the organization's bylaws. Check the wording of your Action Without A Meeting section in your bylaws and follow the instructions exactly.



PETTY CASH

A petty cash fund of \$50 is maintained for incidental purchases. This account is the responsibility of the administrative assistant or the executive director. The executive director must provide a list of all expenses drawn from this fund accompanied by associated sales receipts or invoices. No borrowing is permitted from the petty cash fund. The information will be provided to the treasurer monthly. Funds may be replenished as necessary at the request of the executive director.

DEBIT CARD

The executive director, with the written permission of the board of directors, may open a debit card account (which debits the organizational checking account) for purchases within the approved budget. No credit cards in the name of the corporation are permitted. Any purchase by debit card over \$250.00 must have competitive bids per the board policy listed below. The organization's debit card shall not be used for personal expenses.

TRAVEL REIMBURSEMENT FOR EMPLOYEES

Employees will request the board to travel to a conference at least a month or two months before if airfare needs to be purchased. Employees will be reimbursed for reasonable and customary expenses incurred with the organization's business, including food, lodging, conference registration, and transportation while out of town. Reimbursement for alcoholic beverages is prohibited. Please note this on receipts. Travel shall be undertaken in a cost-effective way. Employees will purchase trip insurance if they purchase non-refundable tickets.

Meals will be reimbursed at federal per diem rates. Airfare, lodging, gas, and taxi or shuttle service will be reimbursed based on actual costs. Lodging costs exceeding \$200.00 per night shall be pre-authorized by the board president.

Claims for reimbursement by employees must be presented with receipts. All travel and expense reimbursement must be presented within 30 days of the expenditure.

TRAVEL REIMBURSEMENT FOR BOARD MEMBERS

Board members are encouraged to take advantage of regional, state, and national training opportunities.

Board members will be reimbursed for reasonable and customary expenses incurred with business travel for the organization, including food, lodging, conference registration, and transportation while out of town. Reimbursement for alcoholic beverages is prohibited. Please note this on receipts. Travel shall be undertaken in a cost-effective manner. Board members will purchase trip insurance if they purchase non-refundable travel tickets on the organization's behalf. All requests for travel and expense reimbursement by Board members must be presented within 30 days of expenditure.

ANNUAL BUDGET PROCESS

The _____ with the aid of the
EXECUTIVE COMMITTEE OR ORGANIZATION (OUTREACH) COMMITTEE

executive director will provide a strategy for adequate funding for board approval. Board-approved work plans will be presented to the Organization (Outreach) committee for budgeting. A draft annual budget shall be presented to and approved by the board no later than the _____ board meeting. The board will approve the final budget by the
NAME OF THE MONTH

close of the _____ board meeting. The treasurer or executive director will
NAME OF THE MONTH
enter all budget figures into the accounting program to generate comparative financial statements by _____ at the start of the budget year.
NAME OF THE MONTH

The board does not need to approve the Committee's expenditures in the annual budget. However, before expending any funds, the board must approve any expenditures exceeding the budgeted amount or outside the adopted budget.

COMMITTEE EXPENDITURES

The board of directors need not separately approve recommendations for expenditures from any Committee contained in the approved Annual Budget. Once a work plan for that activity is approved with all budget items assigned, the Committee can spend the money without additional approvals. Any Committee or Office expenditure outside of the approved Work Plan and/or Annual Budget shall require prior approval of the board of directors. Committee expenditures above \$250.00 must comply with the competitive bid policy and/or buy a local board of directors policy (see this section above). Committee members should work closely with the executive director and supply adequate and complete invoices and receipts to ensure that checks are prepared correctly and within sufficient time because two signatures are required on all checks over \$250.00.

FINANCIAL RECORDS

The treasurer will present the financial statement to the board at monthly meetings. The statement will include actual and budgeted income and expenses for the month and year-to-date totals. Within three (3) months after the close of the fiscal year, the treasurer will prepare a year-end financial statement showing in reasonable detail the source and application of the previous year's funds and the organization's financial condition. This statement will be presented to the board at the following board meeting.

All financial records of the organization will reside in the organization's office and will be maintained by the executive director or treasurer, with input from other employees. They will open all mail, and bank accounts will be reconciled monthly and compiled in separate files, including all canceled checks and deposit records. Typically, the executive director or the treasurer makes deposits either in person at the bank or by electronic deposit using a phone to the organization's bank. Deposits will be tracked by maintaining copies of all deposit slips, checks, and bank deposit receipts.

Any contribution, grant, or gift earmarked for a specific activity will be tracked and reported in a separate restricted fund account.

An independent accountant will conduct an annual financial review and present the results to the Board. The State of Oregon does not require that an audit be completed[6].

The _____
NAME OF ORGANIZATION

will keep records open for audit according to the document retention schedule noted above.

These records will be held in accordance with standards acceptable by accounting professionals.

DONORS & DONOR ACKNOWLEDGMENT

The board is responsible for identifying financial and in-kind donors. Board members will be designated to contact potential donors with the assistance of the executive director. Individual committees may also need to solicit donors. Each year as part of the work plan and budget process, the board should be made aware if more than one committee or project wishes to approach a donor so that the Board can approve in advance which committee may solicit which donor. This action will help the board to avoid conflicts.

All donors shall be listed and tracked on an appropriate database. Every donor shall receive a thank you note from the executive director within seven days of receipt of the donation, no matter the size. Every donor giving more than \$250 gift shall receive an acknowledgment letter per IRS instructions in IRS Publication 1770. Donations shall be publicly acknowledged in the _____ materials as appropriate.

NAME OF ORGANIZATION

Donor restrictions shall be obeyed, including requests for anonymity.

GRANTS

The board of directors will approve any requests to write and/or accept grants at least a month before the grant deadline. Potential grants must fall within the organization's mission and be for projects on current work plans or address an emerging local issue. A qualified grant writer may be hired to compose the request for the organization. The executive director is responsible for all communication with individual donors and will manage all grants, submit interim and final reports to funders, and maintain high-quality relationships with them.

Employees and committees will keep records, books, and materials in accordance with the requirements outlined in any acquired grant. Reports will be written by the executive director with assistance from volunteers as needed.

The board recognizes that administering a grant is time-consuming. The executive director will be responsible for administering all grants acquired by the program, which means they will be less involved in other activities.

GRANT MANAGEMENT

The executive committee or the board of directors shall approve any grant proposal prior to submission. Any grant with matching fund requirement(s) shall be brought to the attention of the executive director, which in turn shall bring it to the board of directors' attention for approval. Grant files of each grant shall be kept, including the proposal, letter agreement, grant agreement, and any reporting forms. All correspondence related to the grant shall be held in this file.

Restricted funds shall be used for their intended purposes and accounted for separately through the financial statement prepared by the independent accountant. Grant reports and financial accounting, as required by the granting agency, shall be filed according to the conditions of the grant. Detailed follow-up, including evaluation, shall be sent to all donors per the grant agreement.

RESTRICTED ACCOUNTS

Any donation, grant, or gift earmarked for a specific activity shall be tracked and reported in a separate Restricted Fund Account.

COMMUNICATIONS

SPOKESPEOPLE

The president and the executive director will serve as the primary spokespeople for the organization. In conjunction with the executive director, committee chairs may be called on concerning specific projects or activities with the advance consent of the board of directors. No other individual, without particular advance board approval, may speak on behalf of the organization. All designated spokespeople must represent the board's position and not their personal opinion. If a board member communicates with the press without advance approval, the board president will speak with the board member about their Duty of Loyalty to the corporation.



PRESS RELEASES

The executive director will issue all press releases. Volunteers may compose the press release and submit the drafts to the executive director for review and editing. At least two individuals should review all press releases. The executive director will distribute all press releases to the appropriate media on organizational stationery. The board president and executive director shall also review press releases containing potentially controversial information before release.

PUBLICITY

Any opportunities for positive press should be pursued. The board of directors will approve any potential publicity ideas. Copies of articles will be retained in the organization's office.

PRESENTATIONS

The executive director will schedule all presentations to organizations, companies, or interested individuals in advance. At a minimum, two organizational representatives will be present at each presentation. Whenever possible, the executive director will be one of those two people. Employees will prepare any needed handouts.

EVENTS

Suggestions for events will be referred to the appropriate committee for consideration with final approval by the board of directors after a review of the complete work plan. The board of directors will consider timing, feasibility, cost, and relevance to the program board when approving an event and adding it to the organizational budget.

EMAIL/INTERNET USAGE

Email and internet use are intended for business-related purposes only. Employees or volunteers will not use the organizational email or internet system in a way others may view as insulting, disruptive, or offensive. Internet access may be monitored to ensure compliance with this policy.

Incidental and occasional personal use of email is permitted, provided it is not for political or personal gain. These messages will be treated the same as others and may be monitored. Employees should not use email to transmit any message they would not want to read by a third party since management can access personal messages without prior notice.

ORGANIZATIONAL CELLPHONES

Cell phones owned or leased by the _____
NAME OF ORGANIZATION

are to be used to conduct business-related activities. Discretion must be used in discussing confidential or sensitive information on cell phones. Personal use is allowed if the use is brief, does not occur often, does not interfere with official job duties, and is the most effective use of time and resources.

LETTER OF SUPPORT

_____ may receive requests for letters of
NAME OF ORGANIZATION

support. Letters of support will only be written when the following points have been addressed:

- The issue pertains to the mission of the organization.
- The issue directly relates to the central business district recognized by the organization.
- The board has provided adequate information to make an informed decision.
- The board has been given adequate time to consider the information.
- A discussion involving at least a quorum of board members has been held.
- The request doesn't conflict with the organization's nonprofit status.

A copy of each letter of support will be kept on file in the office.

SOCIAL MEDIA POLICY

_____ understands that some employees
NAME OF ORGANIZATION
and board members participate in social networking sites (e.g., Facebook, Twitter, YouTube, LinkedIn) and create and maintain personal websites, including blogs.

_____ respects employees' and board
NAME OF ORGANIZATION
members' online social networking and personal Internet use.

However, employees' and board members' presence can affect
_____ as words, images, posts, and
NAME OF ORGANIZATION
comments can reflect or be attributed to the organization. Employees and board members should be mindful of using electronic media responsibly and respectfully to others, even on personal time.

Board members or employees shall not post confidential information regarding the organization on _____'s or personal social media
NAME OF ORGANIZATION
media accounts. Employees posting on behalf of

_____ on any social media accounts are to
NAME OF ORGANIZATION
represent the organization respectfully and professionally in all posts, messages, events, etc. The executive director may establish additional social media guidelines as needed.



ADMINISTRATION

The executive director manages the organization's daily operations with the assistance of other employees (if any) and volunteers.

OFFICE LOCATIONS & HOURS

The _____
NAME OF ORGANIZATION

shall maintain an office within the downtown area. The office is generally open from 9 AM to 5 PM, Monday through Friday. If no one is in the office, a sign on the outside of the door or seen through the storefront glass indicates the executive director's cell phone in case of an emergency.



WORK PLAN

Development of the

NAME OF ORGANIZATION
annual work plans will begin in the

SEASON

prior to the beginning of the fiscal year. At that time, the board shall establish the organization's goals and objectives for the upcoming year. The goals and objectives shall be forwarded to each committee chair as priority guidelines for developing committee work plans. Each committee will develop activities to meet objectives established by the board.

A work plan overview that lists committee goals, objectives, and activities will be presented to the board for review, approval and use in the budgeting process.

As each committee completes work plan drafts, they will be presented in person to the board of directors for consideration. The work plans will include, at a minimum, a list of tasks to complete each activity, the lead person assigned to each task, the amount of staff time needed if applicable, the due date for each task, and the budget amount. The board will decide on each work plan based on its affordability, feasibility, and whether it follows the organization's mission. Corrections or additions will be returned to each committee for additional work.

Once the board approves the work plan, the committee may begin work. Committee chairs are expected to keep the board up to date on each work plan activity through their monthly presentations or written reports to the board.

MASTER CALENDAR

A master calendar of _____ activities shall be posted
NAME OF ORGANIZATION
in the organization's office and disseminated to volunteers upon board approval of work plans and budget.





BOARD OF DIRECTORS

PURPOSE OF THE BOARD OF DIRECTORS

Collectively, the board of directors assumes legal and philosophical responsibility for all _____ activities. The board of directors is

NAME OF ORGANIZATION

solely responsible for establishing program policy; approving the annual program budget; hiring, rewarding, and releasing the executive director; and determining the program's goals.

BOARD MEMBER REQUIREMENTS

Board members should be prepared to make meaningful financial commitments to the organization and contribute four to ten hours a month to the program. The _____ board typically meets monthly for 60 to

NAME OF ORGANIZATION

90 minutes at a set time and schedule. The board may delegate some of its duties to an executive committee or other task forces or committees. Board members are expected to serve on one or more of these task forces and/or a committee of the downtown program.

BOARD MEMBER MAJOR RESPONSIBILITIES

The board is responsible for the success or failure of the downtown revitalization program. It is responsible for the organization's finances and establishes program policy. The board is responsible for maximizing volunteer involvement in the downtown revitalization effort. Collectively, the board makes decisions about the program's direction and monitors progress regularly. It sets priorities and makes decisions about the program's political stance. It oversees the work of the executive director. The board has overall responsibility for raising money for the program and supports the work of the committees by contributing volunteer time and expertise in support of their efforts. The board of directors is also responsible for fulfilling the legal and financial requirements in conducting its business affairs as a nonprofit organization.

INDIVIDUAL BOARD MEMBER RESPONSIBILITIES

A responsible Main Street program board member commits to:

- Learning about and promoting the purpose and activities of the _____ and the Main Street Approach™
NAME OF ORGANIZATION
whenever appropriate and possible.
- Attending regular monthly board meetings or notifying the board president or the executive director as per bylaw provisions when absence is necessary.
- Actively participating on at least one committee.
- Actively participating in specific activities or projects promoted by the board, which may include:
 - Fundraising
 - Membership recruitment
 - Representation on behalf of the program at meetings or events
 - Attending training and workshops.
 - Making an annual financial contribution that is meaningful to the individual.
 - Staying informed about the purpose and activities of the local Main Street organization to participate in board decisions and fulfill responsibilities effectively
- Not speaking with the press

BOARD OFFICERS

President: The president is the executive head of the board of directors and the CEO. The president prepares agendas for and presides over meetings of the board of directors and of its executive committee. The president is an ex-officio member of all committees and is the official spokesperson for the _____

NAME OF ORGANIZATION

and is responsible for overseeing the daily work of the executive director.

Vice President: The vice president performs the president's duties in the president's absence or disability. The vice president should become familiar with Roberts Rules of Order and assist the board in using them appropriately.

Secretary: The secretary keeps minutes of board and executive committee meetings, conducts correspondence for the organization and oversees the organization's records.

Treasurer: The treasurer keeps accounts, prepares reports, and supervises the deposit and withdrawal of funds.

CONFIDENTIALITY IS A BOARD FIDUCIARY RESPONSIBILITY

Fiduciary responsibilities mean that board members must act honestly and put the organization's best interests ahead of their own interests. This is part of the board member's Duty of Loyalty to the corporation.

It also means they must avoid or acknowledge conflicts of interest and abstain from voting when such a conflict exists. Board members also have limits on how they can share information and with whom they may share it.

Maintaining confidentiality also means that board members must maintain the confidentiality of any personal or sensitive information they acquire during their service to the board[7].

COMMITTEES



Committees are the backbone of the _____'s
NAME OF ORGANIZATION

revitalization effort. At the committee level, members “roll up their sleeves” and get the organization’s work done, from planning to implementing specific projects and activities. The organization will have four standing committees: design, economic vitality, promotion, and organization or outreach based on the Main Street Four Point Approach™.

Note who is responsible for naming committees here from your bylaws. Often the President is responsible for appointing committee members and/ or committee chairs. If this differs from the case, add who is responsible for naming committee chairs and members. It might be the committee itself.

EXECUTIVE COMMITTEE

If you have an Executive Committee, place the bylaw description of their duties and procedures here. Revise this paragraph based on your bylaws.

In addition, the board may form an executive committee composed of the officers of the board of directors. The executive committee may act on the board’s behalf when necessary but will report any such action to the board immediately. Minutes of any Executive Committee meeting must be circulated to the entire board and approved at the next board meeting.

COMMITTEE CHAIRS

The committee chairs are responsible for leading the work of their committees to successful outcomes. The committee chairs call meetings, prepare meeting agendas, preside over meetings, and disseminate the results of the meetings to the President and the executive director. Committee chairs are action leaders in developing and implementing the program of work. Chairs should recruit and inspire volunteers with their own work and commitment. Specifically, committee chairs’ responsibilities include:

- Recruiting committee members
- Running meetings.
- Organizing work plans and keeping the committee "on track" with work plans
- Forging consensus
- Speaking on behalf of the committee to the board and vice versa (this doesn't mean the chair has to be a board member.)
- Working to coordinate projects with employees
- Doing the "paperwork," including minutes, work plans, evaluations, and committee records
- Attending all training sessions
- Do not speak to the press unless the Committee Chair is the board-designated spokesperson for an event or activity

COMMITTEE MEMBERS

Committee members attend meetings of their committees, participate in committee deliberations, and carry out agreed-upon tasks between meetings. Specifically, committee members' responsibilities include:

- Committing to at least one year of service.
- Commit to monthly committee meetings and subcommittee meetings, as necessary.
- Working three to five hours per month outside of committee meetings.
- Attending all training sessions.
- Reading orientation materials.
- Learning about the Main Street Approach™ to downtown revitalization.
- Recruiting and orienting new members.
- Preparing in advance for meetings.
- Cooperatively drafting an annual work plan.
- Taking responsibility for projects.
- Always presenting the organization in a positive light to the public.
- Do not speak with the press.

VOLUNTEER TIMEKEEPING

Committee chairs are responsible for creating and submitting time sheets for committee volunteers. Having each volunteer provide their hours for the month at the monthly meeting is the easiest. Volunteer hours are submitted regularly to the Oregon Main Street program as part of our regular report.

PERSONNEL POLICIES



EQUAL EMPLOYMENT OPPORTUNITY

The _____ an equal opportunity employer and does

NAME OF ORGANIZATION

not discriminate against any employee or applicant based on race, color, religion, national origin, sex, age, marital status, sexual orientation, disability, or any other basis prohibited by local, state, or federal laws.

AT-WILL EMPLOYMENT

Oregon is an "at-will" employment state. See [BOLI : Employment at will : For Employers : State of Oregon](#) Unless there is a contract or law that states otherwise, Oregon employers may discharge an employee at any time, for any reason, or for no reason at all. However, there are some exceptions to this rule. For example, an employee cannot be terminated for discriminatory reasons, such as race, color, religion, sex, national origin, age, disability, or genetic information. An employee cannot be terminated for refusing to engage in illegal activity. Employees who believe they have been wrongfully terminated may file a complaint with the Oregon Bureau of Labor and Industries.

PRIVACY

Personal information about employees is private and will be protected, to the extent allowed by law, from distribution outside the _____.

NAME OF ORGANIZATION

.Within the _____, employees personal

NAME OF ORGANIZATION

information will be made accessible to board members, supervisors, and contractors on an "as needed" basis.

PROBATIONARY PERIOD| OPTIONAL

Full-time employees newly hired are subject to a 90-day probationary period to verify skills, capabilities, and suitability to their position. Likewise, this allows the new employee to evaluate the _____ as a workplace.

NAME OF ORGANIZATION

The designation of this time frame only constitutes an obligation to retain the employee at the end of the specified period. During this time, either

_____ or the employee may terminate the

NAME OF ORGANIZATION

working relationship without cause or advance notice. At the end of the 90 days, the executive director or board of directors may extend the period for another 60 days at their discretion.

Full-time employees are eligible for all benefits during the introductory period but may only use accrued vacation, sick time, or health benefits once the 90-day probationary period is complete.

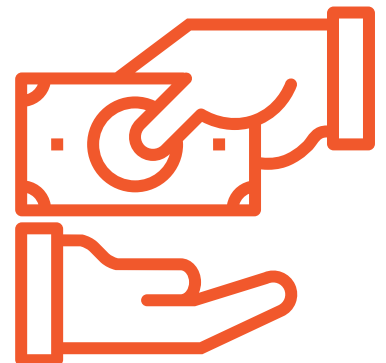
PAY POLICIES, WAGES & BREAKS

EQUAL PAY

_____ follows all laws associated with Oregon's

NAME OF ORGANIZATION

Equal Pay Act (OAR 839-008) which states that every worker must get equal pay for equal work regardless of gender, race, age, or other protected characteristics.



EMPLOYMENT CLASSIFICATIONS

The Fair Labor Standards Act (FLSA) is a federal law that sets minimum wage, overtime pay, recordkeeping, and youth employment standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments.

Salaried positions are exempt from overtime laws and must meet the salaries and duty test requirements. Salaried full-time employees receive an agreed-upon salary and dollar amount for each pay period.

Payment on a “salary basis” means that the agreed-upon amount is generally not subject to reduction based on the quality or quantity of work performed. The general rule requires that the employee receive the full salary for any week in which work is performed without regard to the number of hours worked. The salary may be prorated (reduced) if an exempt employee is absent for one or more full days. See the section below about vacation time or paid time off.

Hourly employees are paid by the hour for work completed. They can be full-time, part-time, or seasonal and are non-exempt positions meaning they follow state overtime law regulations.

MINIMUM WAGE

_____ will pay all workers in compliance
NAME OF ORGANIZATION
with Oregon minimum wage according to
<https://www.oregon.gov/boli/workers/pages/minimum-wage.aspx>.

If you are paid by piece rate, per hour, by commission, or by the day, your wages must still add up to at least minimum wage for each hour you work.

- Tips are separate and cannot be counted as wages. Tip credits are illegal in Oregon.
- Please see above for the minimum wage rate you should be earning.
- You cannot agree to make less than the minimum wage. The minimum wage is the same for adults and minors.
- If you make minimum wage, you likely qualify for the Earned Income Tax Credit, which could give you up to \$6,500 back on your taxes.

OVERTIME

We intend to compensate for overtime per federal and Oregon state law. [BOLI: Overtime: For Employers: State of Oregon](#). Only non-exempt, full-time employees are eligible for overtime pay. Overtime will be compensated for at the rate of one and one-half hours for each hour worked.

Non-exempt employees must receive advance authorization from the executive director to work beyond the standard workday. Overtime will not be paid for less than 15 minutes worked more than eight hours per day or 40 hours per week. If an employee works more than 15 minutes over the eight hours a given day, they will be paid for all overtime (including the first 15 minutes).

COMPENSATORY TIME OFF

Exempt, full-time salaried employees may, at the discretion of the board president, receive compensatory time off for excessive weekend and holiday hours worked. Employees must have advance approval documented in writing before they accumulate compensatory time off. Adjusted time off should be taken within the current pay period or, if that is not possible, the following pay period.

BONUS

Full-time, exempt employees may be eligible for bonuses depending on their job description, offer letter, or contract with the organization.

BREAKS & MEALS

The lunch period for all employees is one hour, normally falling sometime between 11:00 a.m. and 1:00 p.m. Full-time employees also qualify for a 10-minute break in the morning and the afternoon.

Part-time employees qualify for a 10-minute break for every four hours worked. The rest period must be allowed by the end of the third hour of the shift.

If applicable, you also get reasonable breaks to express milk (and a private space to pump that is not a bathroom) until your child reaches 18 months of age.

Pick one of the options below that are closest to your current situation:

PAY PERIOD| OPTION #1

The standard pay period is semi-monthly. The work period from the 1st to the 15th of the month will be paid on the 20th, and the period covering the 16th to the end of the month will be paid on the 5th. When a payday falls on a weekend or holiday, paychecks will be distributed on the last working day before the weekend or holiday.

The standard work week is Monday through Friday. The standard workday is eight hours. The standard work hours are from 8:00 a.m. to 5:00 p.m. However, salaried employees are expected to work excess hours as needed to accomplish the job (i.e., it is not a 40-hour-per-week job).

PAY PERIOD| OPTION #2

The standard pay period is bi-weekly and is payable every second Friday. Wages are paid for the prior two-week period meaning your pay is one week in arrears. When a payday falls on a weekend or holiday, paychecks will be distributed on the last working day before the weekend or holiday.

The standard work week is Monday through Friday. The standard workday is eight hours. The standard work hours are from 8:00 a.m. to 5:00 p.m. However, salaried employees are expected to work excess hours as needed to accomplish the job (i.e., it is not a 40-hour-per-week job).

PAY PERIOD| OPTION #3

The standard pay period is monthly and is paid on the first day of each month. Wages are paid for hours worked from the 25th day of the month until the following 25th day of the month. When a payday falls on a weekend or holiday, paychecks will be distributed on the last working day before the weekend or holiday.

The standard work week is Monday through Friday. The standard workday is eight hours. The standard work hours are from 8:00 a.m. to 5:00 p.m. However, salaried employees are expected to work excess hours as needed to accomplish the job (i.e., it is not a 40-hour-per-week job).

TIMEKEEPING

Each non-exempt employee is responsible for accurately recording their time. Non-exempt employees should record the time they begin and end work and the beginning and end of each meal period. Timesheets shall be signed by the employee and turned in to the executive director on the last day worked before each payday.

DEDUCTIONS

Deductions from paychecks are allowed if legally required (such as taxes) or if you voluntarily agree in writing and the deduction is for your benefit. Your paycheck must show the amount and purpose of each deduction.

FINAL PAYCHECKS

_____ follows all final pay rules governed
NAME OF ORGANIZATION

by the State of Oregon. See [BOLI : Paychecks : For Workers : State of Oregon](#)

- If you quit with less than 48 hours' notice (not including weekends and holidays), your paycheck and any wages owed are paid within five business days or on the next regular payday, whichever comes first.
- If you quit with at least 48 hours' notice, your final check is paid on your last day of employment unless that day is a weekend or a holiday. In that case, your check is paid on the next business day.
- If you are discharged, your final paycheck is paid by the end of the next business day.

TIME OFF

Vacation pay, holiday pay, and sick leave are examples of wage agreements that may be made between employers and employees as a part of the employee's total compensation package. There is no requirement to offer these benefits, but the

_____ believes that these benefits are
NAME OF ORGANIZATION
important for work/life harmony.

VACATION TIME

All full-time employees are eligible for vacation. During the first year of employment, a full-time employee accrued .834 days per month worked up to ten days. Accrued vacation time may be taken after 90 days of employment unless otherwise agreed upon by the executive director and board of directors. Vacation time increases with years of service, as shown in the following table:

Years of Service	Vacation Days	Accrued
1 st year	10	.834 days per month up to 10 days
2-5 years	12	1 day per month up to 12 days
6-9 years	14	1.17 days per month up to 14 days
10 or more years	20	1.67 days per month up to 20 days

Vacations may be taken at any time during the calendar year but should be scheduled to avoid conflicts with other employees' vacations and busier times of the year. The executive director must approve specific vacation leave at least 14 days before the anticipated vacation time.

No more than five vacation days can be carried over to the next year. Preference will be given to the employee with the greatest length of service if there is a vacation scheduling conflict. At termination or when an employee resigns, an employee is paid at their normal daily rate for unused vacation days.

HOLIDAYS

All full-time employees are eligible for holiday pay. The following paid holidays will be observed:

1. New Year's Day
2. Memorial Day
3. Juneteenth
4. Independence Day
5. Labor Day
6. Veteran's Day
7. Thanksgiving Day
8. Christmas Eve Day
9. Christmas Day
10. One personal floating holiday

Employees may not elect financial compensation instead of taking time off for a holiday. If a full-time employee needs to work on a holiday due to the nature of the job, an alternate day off will be allowed instead of taking a holiday. The executive director must approve the alternate day off at least two weeks before taking the alternate day off. If a holiday falls on a weekend, the holiday will be observed on the closest Friday, Monday, or the customary day.

SICK LEAVE

All employees can receive up to 40 hours of sick time off each year per [OAR 839-007](#).

Sick leave begins to accrue for employees after 90 days. Employees may use sick time for many reasons, including if they or a family member is sick, injured, experiencing mental illness, or need to visit the doctor. Employees receive 1 hour of protected sick time for every 30 hours they work up to 40 hours per year.

When an employee expects to miss work because of an illness or accident, they should notify the executive director by 8:30 a.m. of that day, explaining the reason for absence and the expected date and time of return.

Sick leave will be granted upon the approval of the executive director.

Unused sick leave is not compensated upon termination or when an employee submits their resignation.

LEAVE OF ABSENCE

_____ is not required by law to provide

NAME OF ORGANIZATION

family leave because we employ under 25 employees, but the organization believes that family leave is an important benefit to retain high-quality employees and thus complies with the Oregon Family Leave Act. See [BOLI : Oregon Family Leave Act \(OFLA\) : For Workers : State of Oregon](#)

PAID LEAVE OREGON

Paid Leave Oregon is a new program that ensures individuals, employers, and families of every kind have the time and support they need to care for themselves and their loved ones when they need it most. Employees can begin applying for Paid Leave Oregon benefits effective September 3, 2023. Any leave taken prior to this may be unpaid.

Employees who made \$1,000 or more the year before applying for Paid Leave and are experiencing a qualifying event may be eligible. You may be eligible if an employee works a full-time, part-time, or seasonal job.

To apply for leave, please visit <https://paidleave.oregon.gov/employees/overview.html>.

OREGON FAMILY LEAVE

The Oregon Family Leave Act provides up to 12 weeks of protected leave per year for any of these reasons.

- Parental leave (either parent can take time off a child's birth, adoption, or foster placement).
- Serious health condition (your own, or to care for a spouse, parent, parent-in-law, child, grandparent or grandchild, same-sex domestic partner, or parent or child of a same-sex domestic partner).
- Pregnancy disability leave (before or after the birth of a child or for prenatal care). *You can take up to 12 weeks of pregnancy disability leave in addition to the 12 weeks for any reason listed here, including additional pregnancy disability leave.
- Sick child leave (for your child with an illness or injury requiring home care not serious). You can also take OFLA-protected time if your child's school or childcare provider is closed due to a statewide public health emergency, such as the coronavirus pandemic school closures.
- Military family leave (if your spouse or same-sex domestic partner is a service member who has been called to active duty or is on leave from active duty).
- Bereavement leave (up to 2 weeks of leave after the death of a family member).

_____ will provide full-time employees
NAME OF ORGANIZATION

with the same health insurance benefits as when you are working. Employees will be responsible for paying any employee health insurance premiums during their absence. If the time off is unpaid, premiums will be deducted from the employee's paychecks upon their return.

When you return from leave, you will be returned to your former job or a similar position if your old job no longer exists.

To be eligible to take this time off, you must have worked an average of at least 25 hours per week for six months (180 days) beforehand. Termination, layoff, or removal from the schedule of up to 180 days is not counted against you in determining your eligibility. Also, during a public health emergency, you may become eligible after 30 days if you work at least 25 hours a week in the 30 days before taking leave. See [BOLI : Oregon Family Leave Act \(OFLA\) : For Workers : State of Oregon](#).

PREGNANCY DISABILITY LEAVE

A written request for pregnancy disability leave, as noted above in the Oregon Family Leave section, must be presented to the executive director at least four weeks or earlier before the start date of the leave of absence. Failure to report to work on the first day after the maternity leave of absence expires will be considered a voluntary termination of employment. See [BOLI : Oregon Family Leave Act \(OFLA\) : For Workers : State of Oregon](#).

JURY DUTY LEAVE

_____ encourages employees to serve on jury panels.
NAME OF ORGANIZATION

While performing jury duty, exempt employees will continue to be paid their normal salary. For non-exempt employees, jury duty will be unpaid.

An employee should inquire about the duration of the jury trial in advance of accepting such service. The employee should request to be excused from jury duty if the anticipated duration causes a major disruption at work.

HEALTH & WELLBEING

MEDICAL INSURANCE

All full-time employees are eligible for medical insurance beginning the first of the month after their date of hire. A medical plan was selected to ensure employees are not burdened with extreme medical costs. Specific coverage of the medical plan is located in the group insurance handbook.

If your organization provides any of the benefits below. Please include them here.

DISABILITY COVERAGE

The _____ does not provide disability
NAME OF ORGANIZATION
coverage.

RETIREMENT BENEFITS

The _____ does not provide retirement benefits.
NAME OF ORGANIZATION

LIFE INSURANCE

The _____ does not provide life insurance coverage.
NAME OF ORGANIZATION

DENTAL OR VISION PLANS

The _____ does not provide Dental or Vision coverage.
name of organization

DISCRIMINATION & HARASSMENT POLICY

_____, “the organization,” prohibits unlawful discrimination
NAME OF ORGANIZATION
and harassment. See [BOLI : Sexual harassment : For Workers : State of Oregon](#). This policy defines these terms and provides a complaint procedure for employees who believe they have been the victims of prohibited conduct. This policy applies to all matters related to hiring, firing, transfer, promotion, benefits, compensation, and other terms and conditions of employment.

It is _____ policy to provide a work environment
NAME OF ORGANIZATION
free from unlawful discrimination or harassment based on race, color, religion, sex, sexual orientation, national origin, marital status, age, expunged juvenile record, performance of duty in a uniformed service or physical or mental disability, or any other characteristic protected by local law, regulation, or ordinance.

Our policy is that all employees, customers, clients, contractors, and visitors to the work site are entitled to a respectful and productive work environment free from behavior, action, or language that constitutes workplace harassment or discrimination. The “workplace” includes when employees are on company premises, at a company-sponsored off-site event, traveling on behalf of the company, or conducting company business, regardless of location.

The policy prohibits any conduct at work that a reasonable person in the individual’s circumstances would consider unwelcome, intimidating, hostile, threatening, violent, abusive, or offensive. It also prohibits employment actions, including hiring, promotion, termination, and compensation decisions, to be taken based on a protected characteristic. This policy also prohibits any form of retaliatory action toward an employee for filing a complaint of discrimination, harassment, or for participation in an investigation of a complaint.

Workplace harassment can be based on national origin, age, sex, race, disability, religion, sexual orientation, gender identity, or gender expression. It may also encompass other forms of unwelcome, hostile, intimidating, threatening, humiliating, or violent behavior that is not necessarily illegal, but still prohibited by this policy.

PROHIBITED CONDUCT

This policy prohibits conduct based on an individual's protected class status. Although by no means all-inclusive, the following examples represent prohibited behavior:

- Physical harassment, including but not limited to unwelcome physical contact such as touching, impeding, blocking movement, or any physical interference with work;
- Verbal harassment, including but not limited to disparaging or disrespectful comments, jokes, slurs, innuendoes, teasing, and other sexual talks such as jokes, personal inquiries, persistent unwanted courting, and derogatory insults;
- Nonverbal harassment, including but not limited to suggestive or insulting sounds, obscene gestures, leering, or whistling;
- Visual harassment, including but not limited to displays of explicit or offensive calendars, circulation of derogatory content, posters, pictures, drawings, or cartoons that reflect disparagingly upon a class of persons or a particular person; or
- Sexual harassment, as described above, including but not limited to unwelcome sexual advances, requests for favors in exchange for conduct of a sexual nature, submission to unwelcome conduct of a sexual nature in exchange for a term of employment, or other conduct of a sexual nature.

SEXUAL HARASSMENT

Sexual Harassment is unwanted conduct of a sexual nature inflicted upon a person or compelled through physical force, manipulation, threat, or intimidation. It can also include conduct that is not sexual but is gender related. Sexual harassment includes the harassment of the same or the opposite sex.

Sexual harassment is a form of workplace harassment and includes, but is not limited to, the following types of conduct:

- Unwelcome sexual advances, requests for sexual favors, or other conduct of a sexual nature when such conduct is directed toward an individual because of that individual's sex and submission to such conduct is made either explicitly or implicitly a term or condition of employment, or submission to or rejection of such conduct is used as the basis for employment decisions affecting that individual.
- Unwelcome verbal or physical conduct that is sufficiently severe or pervasive unreasonably interferes with work performance or creates a hostile, intimidating, or offensive working environment.

- Quid pro quo means "this for that" in Latin. This terminology describes harassment typically involving a supervisor giving or withholding employment benefits based on an employee's willingness to grant sexual favors.
- A "Hostile work environment" is a work atmosphere in which a pattern of offensive sexual conduct is involved. It could include any unwelcome verbal or physical conduct that is sufficiently severe or pervasive to unreasonably interfere with work performance or create an intimidating, hostile, or offensive working environment.

PENALTIES

We will not tolerate discriminatory conduct, harassment, or sexual assault. Any individual found to have engaged in such conduct may face disciplinary action up to and including dismissal. The company may also subject managers and supervisors who fail to report known harassment – or fail to take prompt, appropriate corrective action — to disciplinary action, including potential dismissal.

RETALIATION PROTECTIONS

_____ prohibits retaliation against any
NAME OF ORGANIZATION
employee for filing a complaint regarding conduct violating this policy.

_____ will not tolerate retaliation against any employee
NAME OF ORGANIZATION

For raising a good faith concern, for providing information related to a concern, or otherwise cooperating in an investigation of a reported violation of this policy. Any employee who retaliates against anyone involved in an investigation is subject to disciplinary action, including dismissal.

REPORTING PROCEDURE

Any employee aware of or experiencing discrimination, harassment, or sexual assault in the workplace should report that information immediately to a company designee, in this case, the executive director or the board president. Specifically, an employee may make the report verbally or in writing to the employee's immediate supervisor or higher management if the employee prefers.

Alternatively, an employee may report the harassment to the company's human resource office or any member of the board or Executive Committee. Employees may report to any of the people listed above, regardless of any chain of command. All employees are encouraged to document any incidents involving discrimination, harassment, and sexual assault as soon as possible.

WORKPLACE SAFETY

The _____ expects its employees always to conduct
NAME OF ORGANIZATION
themselves in a safe manner. Please use good judgment and common sense in safety matters and observe any safety rules posted in various areas.

All employees have a right to a safe and healthy place to work. If you are concerned about safety or health problems where you work, tell your employer. That is your right. You also have the right to:

- Discuss safety or health problems with your co-workers.
- Participate in union activities about safety and health matters.
- Report job hazards to Oregon OSHA
- Participate in safety and health inspections with an Oregon OSHA inspector.
- Testify in court about job hazards where you work.

Inform the executive director immediately if an accident or injury occurs.

WORKER'S COMPENSATION

Employees are protected under the State Industrial Insurance program (Worker's Compensation) provisions. See [Oregon Workers' Compensation Division : Oregon Workers' Compensation Division : State of Oregon](#) Worker's Compensation provides medical and hospital care and partial compensation for lost time due to work-related accidents or illness. The [name of organization] and employees share in the cost of this program. All job-related accidents should be reported immediately to the executive director.

- Tell the executive director about your work-related injury or illness right away.
 - Fill out Form 801, "Report of Job Injury or Illness," and turn it into the executive director. Your employer should send the form to its workers' compensation insurance carrier within five days of your notice. Your employer should provide you with this form.
- If you go to the doctor after your injury, let your doctor know it is a work-related injury.
 - Your doctor should help you complete Form 827, "Worker's and Health Care Provider's Report for Workers' Compensation Claims." Your doctor should send this to the insurer within 72 hours of your visit to help file your claim.
 - Your employer cannot pay for medical costs out-of-pocket.
 - Your doctor should not bill you.
- The insurer has 60 days from your employer's knowledge of the claim to timely accept or deny your claim. You will be notified of the decision in writing.
- If your claim is denied, the insurer will send you a letter explaining why it was denied and your appeal rights.

You can verify your employer's insurer by asking your employer or using the online coverage lookup tool.

SMOKE FREE ENVIRONMENT

Smoking is prohibited in the organization's office or other facilities rented or leased by the organization.

ALCOHOL & DRUG POLICY

The _____ will not tolerate substance abuse from

NAME OF ORGANIZATION

employees in work status. Any employee reporting for work under the influence of alcohol or misuse of drugs will be asked to leave immediately. Under these circumstances, assistance will be provided to ensure that the employee arrives home safely. Any employee who repeatedly reports to work under the influence of alcohol or misuse of drugs will be subject to termination.

An employee taking a prescribed medication that may affect their performance or safety should discuss this with the executive director to ensure the safety of employees and the quality of work. For example, if taking medication causes drowsiness, it is preferable to work from home or take sick leave rather than risk an accident driving to work or a meeting.

EMPLOYMENT PRACTICES

SUPERVISOR

The board of directors hires the executive director. The executive director's direct day-to-day supervisor is the board president. The executive director is the day-to-day supervisor of every other paid staff person.

DRESS CODE

Employees are expected to wear appropriate business attire. Employees should also avoid wearing clothing with slogans that might offend others.

EMPLOYEE EVALUATIONS

Newly hired employees will receive performance evaluations after 90 days and again in six months. After that, all employees will receive a performance evaluation annually unless otherwise noted. With input from the full board, the board president shall review the executive director's performance. The executive director shall review the performance of other employees. The executive director and employees are also encouraged to discuss job performance and goals on an informal, day-to-day basis.

UNACCEPTABLE JOB PERFORMANCE

With input from the full board, the board president will first advise the executive director verbally if they need to perform to acceptable standards. In the case of other employees, it will be the executive director's duty first to advise the employee if they are not performing to acceptable standards.

An employee will receive a written warning for review and action if satisfactory improvement has yet to be made after the verbal warning and within a maximum period of 30 days. If the employee's performance does not improve to an acceptable level after a written notice, further action will be taken, which may include termination without severance allowance.

The board reserves the right at any time to skip steps in the disciplinary process as is befitting the situation.

ABSENTEEISM AND TARDINESS

The _____ expects employees to be at work on time
NAME OF ORGANIZATION

and to work a full eight hours. Employees who will be absent from work for any reason must call their supervisor by 8:30 a.m. on that day. Repeated absenteeism or tardiness will be noted and may be cause for disciplinary action up to and including termination. A deduction of wages in increments of 15 minutes (rounded up) will be taken for the tardiness of hourly employees.

RESIGNATION/TERMINATION

An employee may give their employment resignation to the organization at any time. Two weeks' notice is recommended. The _____ may also

NAME OF ORGANIZATION

terminate an employee's employment without cause or for just cause deemed appropriate by the board. At termination, the [name of organization] determines any pay due to the employee and makes arrangements to transfer any benefit plan assets that may exist. All keys, materials, and equipment belonging to the _____

NAME OF ORGANIZATION

Must be returned to the supervisor. All passwords relating to voicemail or computer access will be provided to the supervisor prior to departure.

GRIEVANCE PROCEDURES

Any employee who believes they have been mistreated or in a manner contradictory to these policies should bring their concern to the attention of the executive director. If the issue is a conflict with the executive director, the employee should contact the board president. If the executive director has a problem with the board president, they may bring their concern to the vice president.

PERSONNEL FILES

The _____ maintains up-to-date personnel files

NAME OF ORGANIZATION

on all employees. An employee may review the contents of their file with a representative upon request. Nothing may be added or removed from the file by the employee. The executive director maintains these records. All records are the property of the

NAME OF ORGANIZATION

OUTSIDE EMPLOYMENT/ HONORARIA

_____ neither promotes nor discourages outside employment.

NAME OF ORGANIZATION

However, employees shall not engage in outside employment and receive compensation for their services if the services are within the scope of the employee's official duties.

Employees shall check with their supervisor to ensure conflicts with their employment status do not exist before accepting any outside employment.

Employees may not accept an honorarium when a service is provided while on regular pay status. Any honoraria received in this circumstance will go to the organization's general fund. For example, if an employee received an honorarium for speaking at a conference while on the clock for the organization, the honoraria would go to the organization's general fund. If, however, the employee took vacation time to speak at the conference, they would be eligible to keep the honoraria.

EMPLOYMENT OF RELATIVES

_____ discourages hiring of relatives. Close family members

NAME OF ORGANIZATION

such as parents, children, spouses, or in-laws will not be hired into, or transferred into, positions where they directly or indirectly supervise or are supervised by another close family member. This policy also applies to individuals who are not legally related but reside with another employee.

CONFLICTS OF INTEREST

A conflict of interest occurs when an employee's personal interests interfere with their ability to perform their job duties impartially. Employees must disclose any conflicts of interest to their supervisor. Examples of conflicts of interest include:

- Accepting gifts or favors from vendors or customers.
- Investing in a company that does business with the employer.
- Moonlighting for a competitor.
- Using company resources for personal gain.

Employees who violate the conflict-of-interest policy are subject to disciplinary action, including termination.

MANUAL DISCLOSURE

This Policies and Procedures Manual is a living document that is updated as needed to reflect changes in company policy or law. The most recent update to the Policies and Procedures Manual was made on _____. Employees are responsible for reviewing
DATE

the Policies and Procedures Manual on a regular basis to stay informed of the latest policies and procedures.

If you have any questions about the Policies and Procedures Manual, please contact the executive director.

Here are some of the reasons why the Policies and Procedures Manual may be updated:

- To reflect changes in company policy.
- To comply with new laws or regulations.
- To address feedback from employees.
- To improve the clarity or readability of the Manual .

It is important for employees to be aware of changes to the Policies and Procedures Manual so that they can comply with the latest policies and procedures. Employees should review the Policies and Procedures Manual on a regular basis, or whenever they are unsure about a particular policy or procedure. The organization is not required to provide direct notification of updates or changes to these policies.

Unless otherwise noted, any changes to Oregon employment laws will supersede those referenced in this document unless the organization is exempt from such laws and regulations.

In signing an offer letter, the employee agrees to follow all the policies and procedures outlined in this Policies and Procedures Manual . If the employee violates any of the policies, they may be subject to disciplinary action, up to and including termination.

ENDNOTES

1. NAO Nonprofit Resource Library | [Nonprofit Association of Oregon \(nonprofitoregon.org\)](http://nonprofitoregon.org)
2. Microsoft Word - Guide to Fiscal Policies and Procedures (compasspoint.org) Frequently Asked Questions about Form 1023 | [Internal Revenue Service \(irs.gov\)](http://irs.gov)
3. [Sample-confidentiality-agreements.docx \(live.com\)](#)
4. [Sample_records_retention_policy.docx \(live.com\)](#) from Minnesota Council on Nonprofits
5. [State Law Nonprofit Audit Requirements](#) | National Council of Nonprofits, see Or. Rev. Stat. § 65.787
6. [Nonprofit Board Confidentiality Policy](#) | Board Effect, Also see [Board Confidentiality - What Happens in the Board Room Stays in the Board Room - Charity Lawyer Blog - Nonprofit Law Simplified](#)
7. [Nonprofit Board Confidentiality Policy](#) | Board Effect, Also see [Board Confidentiality - What Happens in the Board Room Stays in the Board Room - Charity Lawyer Blog - Nonprofit Law Simplified](#)

APPENDIX

ACKNOWLEDGEMENT FORM

I have received a copy of the _____ Policies and Procedures Manual
NAME OF ORGANIZATION
and understand its contents. I acknowledge that I am responsible for asking questions about anything I don't understand.

I understand it is my responsibility to abide by all the _____ rules
NAME OF ORGANIZATION
and regulations as outlined in this manual, as well as other rules or regulations the
_____ may establish at its sole discretion. I also understand the
NAME OF ORGANIZATION
contents of this manual may be changed by the _____ at any time,
NAME OF ORGANIZATION
with or without notice.

I further understand and acknowledge this provides guidelines and information, but this Policies and Procedures Manual is not, nor is it intended, to constitute an employment contract of any kind. I understand my employment and compensation can be terminated at the option of either the
_____ or myself at any time for any reason. I understand this manual,
NAME OF ORGANIZATION
,and the acknowledgment form does not vary or modify the at-will employment relationship between myself and the _____.
NAME OF ORGANIZATION

Signed:

Employee's Name _____ Date: _____
Employee's Signature

Please return this form to the executive director or board president.

IRS APPENDIX A: SAMPLE CONFLICT OF INTEREST POLICY

ARTICLE I: PURPOSE

The purpose of the conflict-of-interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or result in a possible excess benefit transaction. This policy is intended to supplement but not replace applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

ARTICLE II: DEFINITIONS

1. Interested Person

Any director, principal officer, or committee member with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the organization has a transaction or arrangement,
- b. A compensation arrangement with the organization or with any entity or individual with which the Organization has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the organization is negotiating a transaction or agreement.

Compensation includes direct and indirect remuneration and gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person with a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists

ARTICLE III: PROCEDURES

1. Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be allowed to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. 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, they shall leave.

While determining a conflict of interest, the governing board or committee is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may present at the governing board or committee meeting, but after the presentation, they shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving a possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under the circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall decide whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and allow the member to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

ARTICLE IV: RECORDS OF PROCEEDING

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

- a. 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 is taken to determine whether a conflict of interest was present, and the governing boards or committee's decision as to whether a conflict of interest existed.
- b. The names of the persons 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 with the proceedings.

ARTICLE V: COMPENSATION

- a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters on the member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters on that member's compensation.
- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, individually or collectively, is prohibited from providing information to any committee regarding compensation.

ARTICLE VI: ANNUAL STATEMENTS

Each director, principal officer, and member of a committee with governing board delegated powers shall annually sign a statement that affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and must engage primarily in activities that accomplish one or more tax-exempt purposes to maintain its federal tax exemption.

ARTICLE VII: PERIODIC REVIEWS

To ensure the Organization operates consistently with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes, and do not result in inurement, impermissible private benefit, or an excess benefit transaction.

ARTICLE VIII: USE OF OUTSIDE EXPERTS

TAs Article VII provides, the Organization may, but need not, use outside advisors when conducting periodic reviews. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

From IRS 1023 instructions, Schedule A

Page 25 of [Instructions for Form 1023 \(Rev. January 2020\) \(irs.gov\)](https://www.irs.gov/charities-non-profits/charitable-organizations/instructions-for-form-1023-rev-january-2020)

CONFLICT OF INTEREST ANNUAL STATEMENT FOR BOARD MEMBERS

It is the policy of the _____ that the directors, officers, employees, and
NAME OF ORGANIZATION
volunteers avoid conflicts of interest between their own personal, professional, and business interests and
the organization.

I understand the purposes of this policy are to protect the integrity of the organization's decision-making
process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and
reputation of employees, board members, officers, and volunteers.

During meetings and activities, I will disclose any interest in a transaction or decision that I, my family, my
business or employer, or close associates will benefit from or gain. After disclosure, I understand I will be
permitted to participate in the discussion, but not to vote on the question.
I will leave the room when the vote is taken, the meeting minutes will reflect this, and I will return to the
meeting when voting is completed.

In addition, while serving or working for the organization, I agree to abstain from discussing or voting when
the needs of the _____ interfere or coincide with a separate board or
NAME OF THE ORGANIZATION
organization with which I am currently active.

I understand this policy is meant to supplement good judgment. I will respect its spirit as well as its
wording.

Date: _____

Signature

Printed Name

EMPLOYEE PROTECTION (WHISTLEBLOWER) POLICY

If any employee reasonably believes that some policy, practice, or activity of the organization violates the law, a written complaint must be filed by that employee with the executive director or the board president.

It is the intent of the _____ to adhere to all laws and regulations that apply
NAME OF ORGANIZATION

to the organization, and the underlying purpose of this policy is to support the organization's goal of legal compliance. All employees' support is necessary to comply with various laws and regulations. An employee is protected from retaliation only if the employee brings the alleged unlawful activity, policy, or practice to the attention and provide the organization with a reasonable opportunity to investigate and correct the alleged unlawful activity. The protection described below is only available to employees that comply with this requirement.

The _____ will not retaliate against an employee who, in good faith, has made a
NAME OF ORGANIZATION

protest or raised a complaint against some practice of the organization or of another individual or entity
_____ has a business relationship, based on a reasonable belief that the

NAME OF ORGANIZATION
with whom the practice violates the law or a clear mandate of public policy.

_____ will not retaliate against employees who disclose or threaten to
NAME OF ORGANIZATION

disclose to a supervisor or a public body any activity, policy, or practice of the organization that the employee reasonably believes violates a law, or a rule, or regulation mandated under law or is in violation of a clear mandate of public policy concerning the health, safety, welfare, or protection of the environment.

My signature below indicates my receipt and understanding of this policy. I also verified that I was allowed to ask policy questions.

_____ Date: _____

Employee's Signature

Printed Name

BOARD MEMBER CONTRACT

I, _____ understand that as a member of the board of directors of
NAME OF BOARD MEMBER

_____, I have a legal and moral responsibility to ensure that the
NAME OF ORGANIZATION

organization does the best work possible in pursuit of its goals. I believe in the purpose and 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 interpret the organization's work and values to the community and represent the organization well in public, and act as a spokesperson when called upon.
2. I will attend at least 75% of board meetings, committee meetings, and special events.
3. I will make a personal financial contribution at a level that is meaningful to me.
4. I will actively participate in one or more fundraising activities.
5. I will act in the organization's best interests and excuse myself from discussions and votes where I have a conflict of interest.
6. I will stay informed about what's going on happening 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 board matters.
7. I will work in good faith with employees and other board members as partners toward achieving our goals.
8. If I don't fulfill these organizational commitments, I expect the board president to call me to discuss my responsibilities.

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

1. I will be sent, without request, monthly financial reports and an update of organizational activities that allow me to meet the "prudent person" section of the law.
2. Opportunities will be offered to me to discuss with the executive director and the board president the organization's programs, goals, activities, and status. Additionally, I can request such opportunities.
3. The organization will help me perform my duties by informing me about issues in the industry and field we are working in and offering me opportunities for professional development as a board member.
4. Board members and employees will respond straightforwardly to questions I have and feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and employees will work in good faith with me toward achieving our goals.
5. If the organization fails to fulfill its commitments to me, I can call on the board president and executive director to discuss these responsibilities.

Signed:

Member, Board of Directors Signature Date: _____

President, Board of Directors Signature Date: _____

Have the board president sign two copies of this agreement, ask new board members to sign them, return one copy to the Board president, and keep the other for reference. Source: Jan Masaoka, Board Café

“Cheat Sheet” to Parliamentary Procedure

The Action	What you Say	Second Needed	Vote Needed	Comments
Introducing business	“I move that...”	Yes	Majority	Can be debated and amended
Request information	“Point of Information”	No	None	Cannot be debated
Adjourn meeting.	“I move that we adjourn”	Yes	Majority	Cannot be debated or amended
End debate	“I move the previous question”	Yes	Two-thirds	Cannot be debated or amended
Postpone discussion	“I move to postpone discussion until...”	Yes	Majority	Can be debated and amended
Make a motion.	“I move that...”	Yes	Majority	Can be debated and amended
Amend a motion.	“I move to amend the motion by ...”	Yes	Majority	Can be debated and amended
Reintroduce a tabled issue.	“I move to take from the table...”	Yes	Majority	Cannot be debated or amended
Temporarily suspend rules.	“I move to suspend the rules so that...”	Yes	Two-thirds	Cannot be debated or amended
Call for a break.	“I move that we recess for...”	Yes	Majority	Can be amended but not debated
Send an item to committee	“I move to refer the matter to committee”	Yes	Majority	Can be debated and amended
Verify a voice vote	“I call for a division”	No	None	Cannot be debated or amended. Voters stand or raise hands for vote count.

Source: Lauren Adkins, National Trust Main Street Center

CREDITS

Oregon Parks and Recreation Department
Oregon Heritage/State Historic Preservation Office
Oregon Main Street
725 Summer Street NE, Suite C
Salem, OR 97301
(503) 986-0690

Sheri Stuart
State Coordinator

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