

THE ROLE OF THE PLACER FAMILY HOUSING BOARD OF DIRECTORS

THE FULL BOARD'S ROLE

As a collective group, the following are minimum expectations of board members:

- Creates and updates a long-range strategic plan for the organization:
 - Determines organization's vision, mission and goals,
 - Establishes key operational policies,
 - Evaluates the organizations programs in light of its mission.
- Hires, evaluates and occasionally releases, as necessary, the Executive Director, who administers policies set by the board.
- Monitors the overall management of the organization.
- Verifies minutes for accuracy.
- Observes compliance with bylaws.
- Assures compliance with local, state and federal laws and regulations.
- Secures adequate funding for the organization.
- Oversees financial management of the organization, with special emphasis on monitoring the collection and distribution of funds and on controlling fundraising, administrative and service costs.
- Selects and supports the board's officers and periodically reviews the entire board's performance.
- Enhances the organization's public image by serving as a link between the organization and the people who support it and are supported by it.

INDIVIDUAL BOARD MEMBER'S ROLE

Purpose: To act as a voting member of the board with full authority and responsibility to develop policies, procedures and regulations for the operation of the organization; to monitor the organization's financial health, programs and overall performance; and to provide the Executive Director with the resources to meet the needs of those the organization serves. As an individual, the following are minimum expectations of board members:

- Be willing to serve a one-year term.
- Attend all board meetings and activities, including special events and board retreats.
- Become knowledgeable about the organization.
- Come to board meetings well-prepared and well-informed about issues on the agenda.
- Contribute to meetings by expressing one's point of view.
- Consider other points of view and constructive suggestions.
- Help the board make decisions that benefit those the organization serves.
- Serve on at least one board sub-group (committee, team or task force).
- Represent organization to individuals, the public and other organizations.
- Support the organization through a personal financial contribution.
- Assume board leadership roles when asked.
- Keep the Executive Director informed about any concerns the community has expressed or that he/she has become aware of.

EXECUTIVE COMMITTEE MEMBER ROLE

In addition to the duties listed above, the roles of board member serving as an executive officer (Chair, Vice-Chair, Executive Director, Secretary and Treasurer) are as follows:

- Be able to serve a two-year term.
- Have an understanding of all policies including operational and financial.
- Be willing to mentor and orient new board members.
- Be available for meetings scheduled in addition to monthly, quarterly and annual meetings, such as conference calls.
- Participate in the board evaluation process.
- Be available to conduct a board meeting in the absence of the Board Chair.
- Participate in the development of meeting agendas.

Board members serve an important role in the organization. Board members can be liable for the operations of the organization on which they serve. (Acres of Hope carries Directors and Officers Insurance.) To effectively serve, each board member should ask whether or not he/she has the ability to fulfill the expectations of the organization. The following are an example of some questions that you as a board member may need answers to:

Q: What is the expected **time commitment** to serve as a board member?

A: Board members should allow a minimum of two (2) hours per week for meetings and activities. Periodically, the board may hold an all-day board retreat in conjunction with or in addition to a regularly scheduled board meeting. Other time may be necessary as appropriate to each member's assumption of responsibilities as well as for travel to meeting locations.

Q: What is the **financial commitment** to serve as a board member?

A: Board members should make a personally significant financial contribution. That board members give to the organization is a reflection of his/her confidence in the organization and is often considered in grant proposals.

Q: What **training** is provided to serve as a board member?

A: Board members will receive an initial orientation to Placer Family Housing and a board handbook. Other board-related training needs will be assessed on a periodic basis and training will be provided as necessary. New board members will be assigned an existing board member as a mentor during the first year of service. The mentor will be available to answer questions, orient the new member prior to the first meeting and introduce the new member.

Q: What is the board's role in **fundraising**?

A: As a corporate entity, the board is responsible for the fiscal stability of the organization. While staff will conduct most of the fundraising efforts, there are a few standards that board members should follow:

- Each board member should give generously. Note: Placer Family Housing does not reimburse board members for expenses incurred for activities on behalf of the board unless authorized within the approved budget, by the Executive Committee or the Executive Director. The cost for such expenses is considered a donation, and is therefore tax deductible.
- The board should establish and approve fund-development plans and goals that are tied to the mission with personal commitments to the fulfillment of the plan. (Consider ethics, proportion of types of funding, percentage of resources on fundraising.)
 - Receive training in fund development.
 - Recruit board members whose strength is fundraising.

- Refer individuals as potential donors and supply research information.
- Be willing to help in fundraising events.
- Evaluate fundraising efforts.

Q: How can board members effectively **communicate Acres of Hope to the public?**

A: Board members should understand who our stakeholders are. As a result, board members should be willing and able to communicate our history, purpose and vision to these stakeholders in their local areas. Hearing directly from a board member adds credibility to the organization. At a minimum, each board member should participate in public events and presentations when needed. Our stakeholders consist of the board members, staff, volunteers, residents, donors/grantors and government agencies and officials.

Q: What is the board's **responsibility to improve** itself?

A: Peer evaluation among board members is difficult and no external entity requires an assessment of board members. However, no organization is better than its board. It is in everyone's best interest to effectively evaluate the board to minimize frustration of a dysfunctional board, raise morale among board members and staff, and present a strong organization to the public and funders. Evaluation can be informally conducted at board meetings as an agenda item, by completing surveys, or having a formal external audit. Honest discussion is the key when any method of evaluation is conducted. Each board member has the responsibility and right to openly express concerns as well as successes to further the positive impact of the board as a whole.

Q. What are the **roles** of the Board, Executive Director and staff?

A. Each of these positions has distinct roles. A healthy board is actively involved in the organization but takes several steps to avoid micro-managing. The following can help provide overall insight as to the roles of the Board, the Executive Director and staff.

The Board takes the lead, for example, when it:

- Articulates the guiding values of the organization through policies that put the organization's mission into action.
- Hires, supports and evaluates the Executive Director.
- Opens the doors to fundraising in the community.
- Monitors fiscal management, approves the annual budget and assures that there is an annual audit.
- Recruits, selects and orients new board members.

The Executive Director takes the lead when he or she:

- Develops and proposes policy questions for the board's consideration.
- Hires, supervises, evaluates and motivates staff and volunteers.

- Develops and implements programs.

The Board, Executive Director and staff share the lead when they:

- Develop a strategic plan.
- Create a fundraising plan and strategy.
- Initiate and implements periodic organizational evaluations.
- Prepare for board meetings.

BOARD MEMBER PROFILE

- Meets scriptural qualifications (1 Tim 3; Titus 1).
- Has significant experience in situations that have required strong character.
- Is God-oriented with life and sense of purpose focused more on God than on personal achievements, family or a mission/program.
- Is motivated by faith in the supernatural work of God – a “board-sized” faith.
- Is a person of prayer.
- Is able to be decisive.
- Sees the big picture.
- Is positive and focused on the future, yet is also realistic, aware of reality, but not shackled by it.
- Thinks critically without a critical attitude.
- Is a natural encourager, a cheerleader for the group including the Executive Director, staff and board.
- Believes strongly in the objectives of the organization.
- Feels at ease in an advising relationship with the Executive Director.
- Is compatible with current board members.
- Is neither a “rubber stamper”, giving an automatic yes; nor a “devil’s advocate”, giving an automatic no.
- Enjoys a wide network of friends and professional contacts.
- Can think independently without insisting on having it “my way”.
- Is humble and not judgmental.
- Keeps priorities clear while being able to sort many details in a confusing situation.
- Shows a willingness to adapt a program to meet needs.
- Demonstrates ability to delegate effectively.
- Has a servant-leader attitude of “how can I help the group succeed?”
- Is willing to work, to do homework and to serve.

- Is able to work with the team.
- Brings a wide variety of successful experiences.
- Has rebounded from failure with integrity.
- Demonstrates a commitment to honesty, loyalty and excellence.
- Understands the importance of confidentiality on sensitive information.
- Shows a desire to grow and learn.
- If married, has spouse's support for sitting on the board.
- Presents no conflict of interest.

BOARD AGREEMENT

I, _____, by agreeing to serve on the Placer Family Housing Board of Directors, also agree to:

- Maintain a close, intimate walk with the Lord.
- Pray for the Placer Family Housing ministry, staff, board, residents and volunteers.
- Give at least one year of service to Placer Family Housing in the role of a Board member.
- Support and uphold the mission, vision, values and bylaws of Placer Family Housing.
- Attend meetings of the Board of Directors regularly and be prepared in advance. When I am unable to attend, I will notify the Executive Director or Board Chair in advance. I understand that four unexcused absences are considered a resignation from the Board.
- At all times during my tenure I will serve as an officer, participate on a Board sub-group (Committee, Task Force or Team), lead a project, or engage in similar active service. I understand that this will require meeting attendance and active participation on my part.
- Participate in fundraising and community relations activities annually.
- Make an annual personal financial gift to the ministry at a sacrificial level. If my gift is pledged, I will complete my pledged payments before the end of the fiscal year.
- Attend annual board meetings, retreats and strategic planning where training, guidance and planning will take place.
- Support the Executive Director and staff in carrying out the goals of Placer Family Housing.

Signature, Board Member

Date

Signature, Chair of the Board of Directors

Date

Background: California Corporation Code (§ 5233) includes provisions that govern dealings between a Non-profit Corporation and any firm in which a Director has a financial interest. These provisions do not bar such dealings but do restrict them in such a manner as to ensure that a Director does not use his or her position for unfair or advantageous (self-dealing) transactions with the Corporation. The Code (1) defines a self-dealing transaction, (2) provides for transactions between Director(s) and the Corporation that are not considered self-dealing when certain requirements are met, and (3) certain transactions that are excluded from the Code provisions.

Definition: A conflict of interest means a transaction to which the corporation is a party and in which one or more of its directors has a material financial interest and which does not meet the requirements of paragraph (1), (2), or (3) of subdivision (d). Such a director is an "interested director" for the purpose of this section. (*CA Corp Code § 5233(a)*)

When Transactions Are Not Self-dealing: The code specifies that when certain requirements are met, transactions between Director and Corporation are not considered a conflict of interest. The requirements are spelled out in Subdivision (d) - Paragraph (1), (2), and (3).

PLACER FAMILY HOUSING Policy: The definition of conflict of interest shall be the same as defined by CA Corp Code § 5233(a). Transactions will be deemed not a conflict of interest if the requirements of § 5233(d) Sub-division (d) paragraphs (1), (2) or (3) are met.

The Code may be referenced at <http://ca.regstoday.com/law/corp/calaw-corp.aspx>

Signature, Board Member

Date

Signature, Chair of the Board of Directors

Date

Background: Placer Family Housing (PFH) is committed to the free flow of information that can help members, donors and other constituents make good marketplace decisions when donating or supplying personal information. PFH is committed to promoting and protecting the privacy rights of individuals as enumerated in state and federal statutes.

Privacy Policy: It is the policy of PFH to limit the collection, and safeguard the privacy of personal information collected or maintained by PFH. PFH's information management practices are consistent with the Information Practices Act, the Public Records Act and other applicable laws pertaining to information privacy. Personal information, as defined in the Information Practices Act, is information that identifies or describes an individual including name, social security number, physical description, home address, home telephone number, education, financial matters, and medical or employment history.

PFH follows these principles in collecting and managing personal information:

- **Collection of information as allowed by law:** PFH limits the collection of information to what is relevant and necessary to accomplish the lawful purpose of PFH. For example, identification of individuals is made through the collection of personal information such as mailing addresses or telephone numbers.

PFH does not collect home, business, email addresses, or account information from persons who browse our Internet sites. PFH collects personal information about individuals only if provided to us voluntarily through email, registration forms or surveys.

- **Purpose of information collected:** PFH provides the intent for use of information at the time of collection. With each request for personal information, PFH provides information on the authority under which the request is made, the principal uses of the information, and the possible disclosures PFH is obligated to make to other agencies and the public.
- **Access to information provided:** PFH allows individuals who provide personal information the opportunity to review the information and contest its accuracy or completeness.
- **Disclosure of personal information:** The Public Records Act exists to insure that government is open and that the public has a right to the access of appropriate records and information possessed by state government. At the same time, there are exceptions in both state and federal law prohibiting the public's right to access of public records.

These exceptions serve various needs including maintaining the privacy of individuals. While PFH is not a state agency, it will adhere to the Public Records Act and the Information Practices Act, and where there is a conflict between this policy and other law governing the disclosure of records, the applicable law will apply.

- **Information security safeguards:** PFH takes reasonable precautions to protect the personal information collected or maintained on individuals against loss, unauthorized access, and illegal use or disclosure. Personal information is stored in secure locations. PFH's staff is trained on procedures for the release of information, and access to personal information is limited to those staff whose work requires it. PFH conducts periodic reviews to insure that proper information management policies and procedures are being followed.