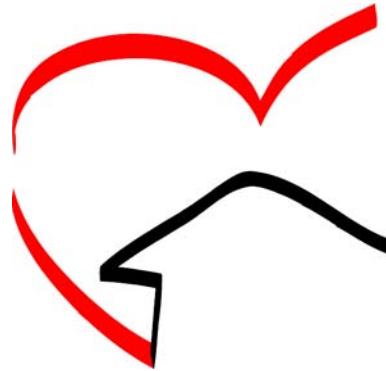


ISLAND CRISIS CARE SOCIETY



BOARD GOVERNANCE POLICY

In October 2006 during a Board retreat Don Scott, Board Development Consultant, outlined the need for a board governance policy and presented a template for Island Crisis Care Society which was discussed and agreed to in principle. The Board met again on April 24th, 2007 to conduct a complete review of the document at which time it was formally revised and adopted. The following document contains those revisions.



Contents

1. ENDS POLICY 3

1. Overall Ends..... 3

2. EXECUTIVE LIMITATIONS POLICY..... 5

2.1 Overall Responsibility of The Chief Executive..... 5

2. EXECUTIVE LIMITATIONS POLICY..... 6

2.2 Financial Controls Overall..... 6

2. EXECUTIVE LIMITATIONS POLICY..... 7

2.3 Budgeting 7

2. EXECUTIVE LIMITATIONS POLICY..... 8

2.4 Human Resources..... 8

2. EXECUTIVE LIMITATIONS POLICY..... 9

2.5 Salaries & Benefits 9

2. EXECUTIVE LIMITATIONS POLICY..... 10

2.6 Purchasing Capital Assets..... 10

2. EXECUTIVE LIMITATIONS POLICY..... 11

2.7 Investment Of Reserves 11

2. EXECUTIVE LIMITATIONS POLICY..... 12

2.8 Travel..... 12

2. EXECUTIVE LIMITATIONS POLICY..... 13

2.9 Management Style..... 13

2. EXECUTIVE LIMITATIONS POLICY..... 14

2.11 Organizational Growth..... 14

2. EXECUTIVE LIMITATIONS POLICY..... 15

2.13 Church Relations 15

2. EXECUTIVE LIMITATIONS POLICY..... 16

2.14 Advertising & Publications Ethics 16

2. EXECUTIVE LIMITATIONS POLICY..... 17

2.15 Reimbursement of Volunteers and Employees 17

3. BOARD - EXECUTIVE RELATIONS..... 20

Overall Policy 20

3. BOARD - EXECUTIVE RELATIONS..... 21

Overall Policy 21

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.



4. BOARD PROCESS POLICY 22
 Overall Policy 22
 4. BOARD PROCESS POLICY 23
 Overall Policy 23
 4. BOARD PROCESS POLICY 24
 Board Structure..... 24
 4. BOARD PROCESS POLICY 25
 Allocation & Reallocation of Donated Funds..... 25

1. ENDS POLICY	1. Overall Ends
Approved on April 24th 2007	

1.1. Projects and Programs supported by ICCS are a model of cost effective investment of financial and human resources as confirmed by evidence of improvement in the quality of life of the clients.

Measurement: Comparison of cost per client, cost per bed night, and cost per “data pictures” compiled during stays (see 1.7 below for details), and trends in these comparisons over time.

1.2. ICCS’s funding base includes and maintains diverse income sources to secures adequate increases to match growing program needs.

Measurement: Budget reviews, Analysis of changing cost patterns at the program level, Briefs on trends and opportunities within the social housing market, and annual research and predictions of emerging needs and funding opportunities.

1.3. Financial reports prepared by management are reviewed quarterly during board meetings to ensure funding levels are

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adequate and operational costs are within the year-to-date budget as approved.

Measurements: Financial Reports.

- 1.4. ICCS's positive relationships with its publics are confirmed by invitations to participate in forums, task forces, etc., sponsored by the community.

Measurement: Collection of e-mail and print invitations, and lists of executive and management involvement in the community.

- 1.5. ICCS's reputation as a respected crisis care service organization is confirmed by positive references to the organization's work from professionals in the field, government agencies and the media.

Measurement: Evaluation process to include requests of written evaluations from VIHA team leaders, Portfolio managers, and other professionals we work with. Also collection of media articles.

- 1.6. 80% of people requiring assistance and applying for help are accepted into the program.

Measurement: Turnaway reports

- 1.7. The effectiveness of ICCS is measured by the improved quality of life of ICCS clients as reflected in the regular and standardized data that is collected.¹

Measurement: Database measures of client's energy level, sleep patterns, mental health status, addiction status, and client's own evaluations of program stays. Also, existing standard stabilization measurements such as meals served, and bed nights. Anecdotal reports can also be compiled at the Board's request.

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.



2. EXECUTIVE LIMITATIONS POLICY	2.1 Overall Responsibility of The Chief Executive
Approved on April 24th 2007	

- 2.1.1 In this document the Titles Chief Executive Officer, Chief Executive, and Executive Director are synonymous.
- 2.1.2 The Executive Director may neither cause nor allow any organizational practice that is imprudent or unethical.
- 2.1.3 The Executive Director may not commit ICCS to engage in any activity or association that contravenes the Purpose and Mission Statement



2. EXECUTIVE LIMITATIONS POLICY	2.2 Financial Controls Overall
Approved on April 24th 2007	

- 1.1.1. The Executive Director's actions ensure that the financial condition of the organization not result in fiscal jeopardy or disruption of programmatic integrity.
- 1.1.2. Recognizing that the credibility of ICCS depends on evidence of sound financial practices confirmed by an annual external audit, it is the policy of this board that costs for fund raising and administration of ICCS will not exceed 20%.
- 1.1.3. The Executive Director will ensure that ICCS is in compliance with the commonly held financial standards as confirmed by external audit evaluation.
- 1.1.4. The Executive Director will ensure that management's financial controls are developed and written to define procedures for achieving maximum efficiency in controlling operational expenses within board established policy.
- 1.1.5. The Executive Director will provide monthly financial statements, which include the balance sheet and year-to-date analysis of income and expenses compared to budget with an explanation for variances of +/- 10%.

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.



2. EXECUTIVE LIMITATIONS POLICY	2.3 Budgeting
Approved on April 24th 2007	

2.3.1 A budget is prepared annually by management and presented to the Board for approval as the standard by which projections for growth in will be monitored at regular meetings of the Board throughout the fiscal year.

2.3.2 Budget commitments are communicated in a timely manner to the board indicating the level of ICCS's support to the programs.



2. EXECUTIVE LIMITATIONS POLICY	2.4 Human Resources
Approved on April 24th 2007	

- 2.4.1 Staff of ICCS are treated with respect and dignity without gender discrimination or sexual harassment of any form.
- 2.4.2 Staff of ICCS are provided with written job descriptions clearly stating what is expected in terms of duties and performance standards.
- 2.4.3 Management will develop and maintain an up-to-date human resource policy manual, which is provided to all staff.



2. EXECUTIVE LIMITATIONS POLICY	2.5 Salaries & Benefits
Approved on April 24th 2007	

2.5.1 The Board recognizes that as a Christian Humanitarian Organization, ICCS will, in the interests of fair stewardship, provide compensation that will not place undue hardship on its employees.

2.5.2 Employee benefits required by law will be provided for and faithfully administered.



2. EXECUTIVE LIMITATIONS POLICY	2.6 Purchasing Capital Assets
Approved on April 24th 2007	

2.6.1 The Executive Director's authorization for purchasing a capital asset is limited to the amount approved as part of the capital asset budget in the annual budget.

2.6.2 Any capital asset over the value of \$5,000.00 that is required during a fiscal year but was not part of the budget presentation will require approval of the Chair and Treasurer in consultation with the Executive Director. This policy assumes that funds are available and the purchase of the asset will not compromise the cost to income ratios established by policy.



2. EXECUTIVE LIMITATIONS POLICY	2.7 Investment Of Reserves
Approved on April 24th 2007	

2.7.1 It is the policy of this board that the organization work towards a cash reserve of no less than 30 days equivalent operating expense.

2.7.2 Investment of cash reserves requires the recommendation of the Chief Financial Officer with the approval of the Executive Director, Board Chair, and Board Treasurer.



2. EXECUTIVE LIMITATIONS POLICY	2.8 Travel
Approved on April 24th 2007	

- 2.8.1 In the interests of modesty and proper image as a charitable organization, ICCS will not, as a general rule, cover costs for air or land travel above economy rates.
- 2.8.2 Reimbursement for travel will be for actual costs supported by official receipts when available and will not be on a per-diem basis.
- 2.8.3 The Executive Director will be reimbursed for travel and/or other legitimate business expenses once an expense report is signed by the Board Chair or Treasurer.



2. EXECUTIVE LIMITATIONS POLICY	2.9 Management Style
Approved on April 24th 2007	

- 2.9.1 The Executive Director will practice a participatory style of management leadership that demonstrates the organization's Core Value of valuing people to ensure positive staff morale, opportunity for staff to achieve their full potential and avoid excessive staff turn-over.
- 2.9.2 The Executive Director will develop a reporting relationship with the Board which reflects a "no surprises" policy, with a spirit of open communication that recognizes board members as colleagues who share with management a desire to see the organization develop to its full potential.
- 2.9.3 Management insures that operation procedures required for the implementation of programs and projects are defined and in place and compliment the policies of the Board.ⁱⁱ

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.



2. EXECUTIVE LIMITATIONS POLICY	2.11 Organizational Growth
Approved on April 24th 2007	

2.11.1 The Executive Director may not jeopardize the capacity of the organization to manage its resources by allowing overall growth to exceed ability to provide competent management oversight in a timely manner.



2. EXECUTIVE LIMITATIONS POLICY	2.13 Church Relations
Approved on April 24th 2007	

- 2.13.1 The Executive Director will not compromise ICCS's relationships with the Church by engaging in activities that bring public criticism upon the Christian community.
- 2.13.2 Although the board recognizes that each board member and staff person may have a personal preference with regard to their denominational worship practices, ICCS will avoid making statements or engaging in conduct that reflects a non-ecumenical bias.



2. EXECUTIVE LIMITATIONS POLICY	2.14 Advertising & Publications Ethics
Approved on April 24th 2007	

2.14.1 The Executive Director will ensure that advertisements and publications bearing the name of ICCS will not compromise the dignity of the clients who are being assisted.

2.14.2 The Executive Director will ensure that communication to the public will not create a false impression of the organization's achievements or capacity to perform its mission.

2.14.3 The Executive Director will ensure that the use of the organization's seal, trademark and logo are used within legal standards under law.



2. EXECUTIVE LIMITATIONS POLICY	2.15 Reimbursement of Volunteers and Employees
Approved on November 4 th , 2008	

- 2.15.1 The Executive Director may, on a case by case basis, reimburse volunteers and employees for out of pocket expenses.
- 2.15.2 Any payment out of pocket for which a volunteer or employee hopes to be reimbursed must not be made until the volunteer or employee has requested reimbursement from the Executive Director.
- 2.15.3 Receipts must be presented for all reimbursements except fuel reimbursement.
- 2.14.3.1 All requests for reimbursement for fuel expenditures must be made using the ICCS kilometrage form.
- 2.15.4 Reimbursements for volunteers can only be made when funds are available from non-program sources.
- 2.15.5 Reimbursements can not be made for services performed by volunteers.

Policy objective

The purpose of this policy is to allow the Executive Director to reimburse out of pocket expenses incurred by volunteers and employees with specific conditions.

Definitions

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.



Volunteer – an individual confirmed by the volunteer Coordinator as meeting the requirements and qualifications for a volunteer who has completed the volunteer orientation and training.

Out of Pocket Expenses – expenses paid from a person's own resources.

Requirements of Policy

- This Policy is included in the Volunteer Handbook and the ICCS Master Policy Binder.
- This Policy will not contravene any existing policies.
- Funds for reimbursement of volunteers must be taken from non-program monies.

Responsibility and authority

The ultimate responsibility and authority for applying this policy rests with the Board of Directors.

Expectations

Volunteers and employees are expected to check with the Executive Director prior to making out of pocket expenditures for which the volunteer or employee plans to seek reimbursement.

The Volunteer Coordinator will not promise reimbursement for out of pocket expenses without first consulting the Executive Director.

Examples of Out of Pocket Expenses

The most common out of pocket expenses that is regularly reimbursed is for gas used in personal vehicles during volunteer activity including the moving of furniture, supplies, and donated items or by employees who must use their vehicle in the performance of their duties. Other legitimate expenses might include meals consumed during long ICCS related tasks, repairs on vehicles as a result of damage performed during duties related to society business (this does not include regular maintenance), and the purchase of tools necessary for volunteer activity.



Application

This policy applies to all volunteers and employees recognized by Island Crisis Care Society.

Conditions

This policy is not to be used to authorize every request for reimbursement. Because reimbursements of Volunteers are made from non-program funding the Executive Director may deem other expenses as taking higher priority and deny a request.

Procedure

Volunteers unable to contact the Executive Director directly shall contact the Volunteer Coordinator who will present all requests received for reimbursement to the Executive Director.



3. BOARD - EXECUTIVE RELATIONS	Overall Policy
Approved on April 24th 2007	

- 3.1 Board authority delegated to the staff is delegated through the Executive Director Officer so that authority and accountability of staff – as far as the Board is concerned – is considered to be the authority and accountability of the Executive Director.
- 3.2 The board will direct the Executive Director to achieve certain results, for certain recipients, at a certain cost through the establishment of Ends policies. The board will limit the latitude the Executive Director may exercise in practice, methods, conduct, and other “means” through the establishment of Executive Limitations policies.
- 3.3 As long as the Executive Director uses any reasonable interpretation of the board’s Ends and Executive Limitations policies, the Executive Director is authorized to establish all further operational policies, make all decisions, take all actions, establish all practices, and develop all activities.
- 3.4 The board may change its Ends and Executive Limitations policies and by doing so, the board changes the latitude given to the Executive Director. So long as any particular delegation is in place, the board members will respect and support the Executive Director’s choices.
- 3.5 The board will evaluate the performance of the Executive Director annually using as the primary standard for measurement the fulfillment of the ENDS POLICIES and adherence to the EXECUTIVE LIMITATIONS POLICIES

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver’s “Boards That Make a Difference”. Revised and accepted by ICCS Board of Directors April 2007.



3. BOARD - EXECUTIVE RELATIONS	Overall Policy
Approved on April 24th 2007	

- 3.6 Only decisions of the board acting as a body are binding upon the Executive Director.
- 3.7 Decisions or instructions of individual board members, officers, or committees are not binding on the Executive Director except when the board has specifically authorized such exercise of authority.
- 3.8 In the case of board members or committees requesting information or assistance without board authorization, the Executive Director can refuse such requests that require – in the Executive Director’s judgment – a material amount of staff time or funds or are disruptive.



4. BOARD PROCESS POLICY	Overall Policy
Approved on April 24th 2007	

- 4.1 The board will govern with an emphasis on strategic leadership more than administrative detail and with clear distinction of board and chief executive roles.
- 4.2 The board will deliberate in many voices, but govern in one.
- 4.3 The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will seek the advice and participation of the chief executive in its policy development.
- 4.4 The board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
- 4.5 The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect for roles and ensuring continuity of governance capability.
- 4.6 The board will monitor and discuss its process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board Staff Linkages.

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.



4. BOARD PROCESS POLICY	Overall Policy
Approved on April 24th 2007	

- 4.7 The board will receive a "Conflict of Interest Declaration" from each trustee and the senior executive staff annually.
 - 4.7.1 Board committees perform governance related work on behalf of the board and not as a service for management. As a principle the number of committees will be kept to the minimum necessary in order for the board to fulfill its governance role effectively.
 - 4.7.2 It will be the objective of the Board to have two standing committees: (1) Audit Committee, to review the annual Financial Statement (2) Governance Committee to oversee recruitment, orientation, and development of board members, also to conduct periodic board performance evaluations and report results for action by the board as a whole.
 - 4.7.3 The Board will appoint the following officers by annual election: (1) Chairperson; (2) Vice-Chairperson; (3) Treasurer; (4) Secretary.
 - 4.7.4 The board will appoint the following committee chairs annually: (1) Audit Committee Chair; (2) Governance Committee Chair.
- 4.8 The board will evaluate the effectiveness of its performance on an annual basis using the results of this evaluation to establish procedures that will improve future performance.

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.



4. BOARD PROCESS POLICY	Board Structure
Approved on April 24th 2007	

- 4.9 The Board of Directors may not jeopardize the capacity of the organization to manage its resources by allowing overall growth to exceed the ability to provide competent management oversight in a timely manner.



4. BOARD PROCESS POLICY	Allocation & Reallocation of Donated Funds
Approved on May 6, 2008	

- 4.10 ICCS is committed to keeping overhead low and finding the most effective way to develop the potential of everyone we help. We do this by using all funds received through grants and/or donations according to the purpose for which the funds were given. In instances where a completed project is over funded and conditions agreed to in the receipt of such funds allow, the board may allocate the remaining balance to be used in other projects which,
- Honour a similar purpose for which the funds were first received.
 - Fulfill the mission and purpose of the Society.ⁱⁱⁱ

ⁱ Ends Policy was reviewed and revised September 6, 2008 at the Regular Board of Directors Meeting.
ⁱⁱ 2.9.3 was adopted for inclusion in the Governance Policy on Saturday, September 6, 2008 at the Regular Board of Directors meeting.
ⁱⁱⁱ 4.10 was adopted for inclusion in the Governance Policy on Tuesday, May 6, 2008 at the regular Board of Directors meeting.
All Ends reviewed April 18, 2009 with minor revisions.

Based on draft prepared by Don Scott October 2006 - Primary reference: John Carver's "Boards That Make a Difference". Revised and accepted by ICCS Board of Directors April 2007.