King Conservation District

Local Food
Healthy Forests
Clean Water
Better Ground

Board of Supervisors Policies and Procedures

Prepared with assistance from Third Sector Company

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Policy Type: Governance Culture

GC-1

Introduction

King Conservation District (KCD or District) is a natural resources assistance agency authorized by Washington State and assisted by the Washington State Conservation Commission. KCD's mission is to promote the conservation and best use of renewable natural resources through the following objectives:

- Provide and support an environment that encourages teamwork, creativity, resourcefulness, and personal growth of personnel.
- Influence policy to sustain natural resources.
- Promote an awareness of natural resource issues through education and outreach so that stakeholders can make informed choices and decisions.
- Assist **land occupiers**[1] in the planning and implementation of best management practices.
- Coordinate the resources required to develop/implement effective solutions.
- Continually evaluate workload to match to available resources.

A five-member Board of Supervisors is responsible for overseeing all KCD programs and activities.

Board of Supervisors Purpose

The Board's purpose is to assure that KCD achieves its mission through a Long-Range Renewable Resources Program with related strategic and annual work plans as described in RCW 89.08.220 (7), doing so with a commitment to the values and benefits of diversity, equity, inclusion, and accessibility.

The Board leads, represents and holds itself accountable to the stakeholders in the District by ensuring that all Board and organizational action is consistent with Chapter 89.08 RCW and the Board's policies.

[1] See Glossary

Policy Type: Governance Culture

GC-2

Governing Commitments

The Board will govern lawfully with primary emphasis on achieving the District's mission; encourage full exploration of diverse viewpoints; act with integrity as ethical leaders; focus on **governance matters** rather than **administrative issues**[2]; observe clear separation of Board and Executive Director roles; make all official decisions by formal vote of the Board; and govern with long-term vision.

1. A majority of the Supervisors shall constitute a quorum and the concurrence of a majority of those voting is required for any official action or determination.

2. The Board holds authority as a collective group, not as separate individuals. No officer, individual, or committee of the Board will be permitted to impede or obstruct the Board in fulfilling its commitments.

3. Healthy debate and dissent in Board discussions contributes to better decisions. Supervisors are encouraged, without fear of reprisal, to offer alternative points of view to the prevailing sense of the meeting, the status quo, or to decisions previously made or to policies in place. Honest dissent is welcomed in an environment of mutual trust that encourages an open and free exchange of ideas.

4. The Board is responsible for its own performance, and commits itself to continuous improvement. The Board will assure that its Supervisors are provided with training and professional support necessary to govern effectively, including resources and activities to support the Board's commitment to Diversity, Equity, Inclusion, and Accessibility (DEIA). After attending conferences or events, Supervisors will report back to the Board about what they have learned.

5. As a means to assure continuous improvement, the Board regularly and systematically will monitor all policies in this section, most often occurring in conjunction with the annual planning session.

6. The Board will carry out an annual summative self-assessment with full, honest, and timely participation by all Supervisors. The assessment will include an evaluation of the Board as a whole, based on the following questions:

    a. How well has the Board followed Board policies during the year?
    b. How effective has the Board been in assuring measured impact through KCD's mission?
    c. How effective has the Board been in being in relationship with the community as advocates for KCD's mission?
    d. How effective has the Board been in assuring that KCD is a resilient organization?
    e. How effective has the Board been in assuring that the Staff, Supervisors, and other volunteers are working well together to achieve KCD's mission?

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[2] See Glossary

7. To ensure that the Board's meetings are conducted with maximum effectiveness and efficiency, Supervisors will:

    a. come to all meetings adequately prepared;

    b. notify Chair or Executive Director if unable to attend;

    c. communicate openly and respectfully with each other and with Staff; and

    d. support the Chair's efforts to facilitate an orderly meeting.

8. A vacancy in the office of appointed Supervisors shall be filled by the Washington State Conservation Commission.

    A vacancy in the office of elected Supervisors shall be filled by the Board of Supervisors after consultation with the Conservation Commission, for the remainder of the unexpired term, subject to the verification of Supervisor qualifications by KCD and notification to the Conservation Commission. Due notice to the affected community shall be required.

    a. The application process shall require, at a minimum, that the Board of Supervisors pass a resolution:

        i. Acknowledging that the office is vacant;

        ii. The dates of the four-week period for applicants to apply; and

        iii. Describing the minimum requirements of applicants.

    b. The resolution shall then be advertised to the public at least one week prior to the commencing of the four-week period, and in the same manner as the due notice of an election resolution.

9. The Board, by majority vote, may revise or amend its policies at any time.

Policy Type: Governance Culture

GC-3

Board Job Description

The Board's job is to govern by establishing expectations for organizational results, and by monitoring actual performance against those expectations.

The Board will:

1. Advocate for the District and its mission.
2. Ensure that proper policies and procedures are developed and upheld.
3. Hire and support the Executive Director, and evaluate their performance.
4. Develop and approve the KCD strategic plan and related annual work plans that meets the requirements of the long-range renewable resources program described in RCW 89.08.220.
5. Adopt and monitor annual budgets.
6. Evaluate Board performance.
7. Review and accept the annual report of the State Auditor.
8. Evaluate and approve proposed rates/assessments.
9. Evaluate and approve Board contracts, including by delegating such responsibility to the Executive Director as the Board may choose.
10. Contract independently with legal counsel to support the Board in its work.
11. Review reports of investment activities.
12. Periodically review and update as appropriate the KCD District Supervisor position description, which can be found on the KCD website and the Washington State Conversation Commission at https://uploads-ssl.webflow.com/5ec2d4f7da309c68cdc0655a/5f36cdf2c5c0fd91e25dd62b_DO-Brief-3- 2008-District-Supervisor-Responsibilities.pdf
13. Fulfill other duties and obligations as specified in RCW 89.08.210 and 89.08.220.

Policy Type: Governance Culture

GC-4

Officers' Roles

The officers of the Board are those listed in this policy. Their duties are those assigned by this policy, and others required by law. All officers shall be elected by the Board each year.

Chair

The Chair provides leadership to the Board, ensures the faithful execution of the Board's processes, exercises interpretive responsibilities with integrity while reflecting the spirit and intent of the Board's policies, and normally serves as the Board's official spokesperson.

The Chair has the following specific authority and duties:

1. Monitor Board actions to assure that they are consistent with the Board's own rules and policies and with other obligations imposed by agencies whose authority supersedes the Board's own authority:
    a. Conduct and monitor Board meeting deliberations to assure that Board discussion and attention are focused on Board issues, as defined in Board policy (see GC-3);
    b. Assure that Board meeting discussions are productive, efficient and orderly;
    c. Chair Board meetings using the authority normally vested in the Chair as described in *Robert's Rules of Order;*
    d. Lead timely Board meeting debriefings and periodic self-assessments to ensure continuous process improvement.
2. Make all interpretive decisions of Board policies in the ***Governance Culture*** and ***Board/Executive Director Relationship*** sections, using reasonable judgment. The Chair is not authorized to:
    a. Make any interpretive decisions about policies created by the Board relating to operational matters. Interpretation of these policies is the responsibility of the Executive Director;
    b. Exercise any authority as an individual to supervise or direct the Executive Director.
3. Facilitate and compile the Board's summative evaluation of the Executive Director, as described in Policy B/ED-6.
4. Represent the Board as its official spokesperson about issues decided by Board and other matters related to official Board business.
5. Execute all documents authorized by the Board, except as otherwise provided by law.
6. Appoint members of all Board-authorized committees.
7. On behalf of the Board, and in concert with the Executive Director or designee, develop proposed Board meeting agendas consistent with the Board's annual calendar.

Policy Type: Governance Culture

Vice-Chair

1. Serve as Chair in the absence or inability of the Chair.
2. Participate in the State Auditor's Office audit and any other audits in which the District may engage.
3. Serve as the District Auditor.
4. Sign monthly Financial Statement Certifications following approval by the Board of Supervisors.
5. Review and sign off on bank reconciliation statements.
6. Conduct an annual internal financial audit with the Chief Administrative Officer.

Treasurer

As per RCW 89.08.215, the treasurer of King County is ex officio treasurer of the District. However, the Board of Supervisors by resolution may designate some other person having experience in financial or fiscal matters as KCD's Treasurer. The Board of Supervisors shall require a bond, with a surety company authorized to do business in the state of Washington, in an amount and under the terms and conditions which the Board of Supervisors by resolution from time to time finds will protect the District against loss. The premium on this bond shall be paid by the District.

Policy Type: Governance Culture

GC-5

Board Committees

The Board may create committees if they are deemed helpful to assist the Board in the performance of its responsibilities. If committees are established, they will be used exclusively to support the work of the Board as described in Policy GC-3.

1. Board committees and other such entities by whatever name created by the Board will not be used to direct, advise, assist, or oversee the Staff. Committees customarily will prepare recommendations for Board consideration. Board committees will have no authority over Staff, and may exercise demands on Staff time and organizational resources only to the extent authorized in this policy.

2. Board committees may not speak or act for the Board unless specifically authorized. The responsibilities and authority of all Board committees are carefully stated in this policy to assure that committees fully understand their duties and extent of authority, and to assure that committee work will not usurp or conflict with the Board's own authority or conflict with authority delegated to the Executive Director.

3. Board committees can be formed as needed with Board approval.

Policy Type: Governance Culture

GC-6

Annual Board Activities Plan

The Board will follow an annual plan of activities that includes continuing monitoring and review of all policies, dialog sessions with membership, and activities to improve Board performance.

The Board's annual plan for the next year will include:

1. Scheduled interaction with partner agencies and persons/organizations whose viewpoints are considered helpful to the Board;

2. Governance process improvement activities, including orientation of new Board members in the Board's governance process, and other discussions by the Board about means to improve its own performance, especially Board member knowledge and skill-building;

3. Scheduled monitoring of all Board policies;

4. Other events and activities that are part of the Board's responsibilities and interests.

Policy Type: Governance Culture

GC-6.E

Annual Board Activities Plan Sample

(Template for Illustrative Purposes)

MONTH	PLANNING ACTIVITIES	POLICY REVIEW	ELECTION & ONBOARDING	COMMUNITY INTERACTIONS	BOARD DEVELOPMENT	OTHER BUSINESS
JAN						
FEB						
MAR			Open Supervisor Position Elections	Plant Sale		
APR		Review Board Policies				
MAY						
JUNE						
JULY						
AUG						
SEPT						ED Self-Assessment
OCT						ED Performance Review
NOV						
DEC	Approve annual budget					

Policy Type: Governance Culture

GC-7

Supervisors' Code of Conduct

The Board and its Supervisors will conduct themselves lawfully, with integrity and high ethical standards, in order to model the behaviors expected of Staff and to build stakeholder confidence and credibility.

1. Supervisors will adhere to the State of Washington ethics requirements for municipal officers set forth in RCW 42.23.030 and RCW 42.23.070.
2. To build trust among Supervisors and to ensure an environment conducive to effective governance, Supervisors will:
    a. Exercise honesty in all written and interpersonal interaction;
    b. Make every reasonable effort to protect the integrity and promote the positive image of the organization, Staff, and one another;
    c. Maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board, especially those matters discussed in executive session.
3. Supervisors will not attempt to exercise individual authority over the organization.
    a. Individual Supervisors will not attempt to assume personal responsibility for resolving operational problems or complaints, unless assigned that responsibility by the Board;
    b. Individual Supervisors will not personally direct any part of the operational organization, unless assigned that responsibility by the Board;
    c. Supervisors will respect and comply with decisions of the Board. While the constructive expression of dissent is essential to good governance, such dissent must not extend to actions or behaviors by individual Supervisors that may impede or obstruct the implementation of decisions made by the Board.
    d. Supervisors will not publicly express individual negative judgments about the Executive Director or Staff performance. Such discussions will take place during performance evaluation periods or in executive session.
4. Only the designated spokesperson(s) for the District or Board will provide formal or informal comments to the press or media on behalf of the District or Board. In the circumstance where Supervisors participate in meetings or events where it may not be clear from which perspective or which organization they are representing, all Supervisors will make it very clear that while they do serve as a KCD Supervisor, they are not speaking on behalf of, or representing the District unless formally designated to do so by the Chair or Executive Director. Supervisors may be involved in numerous aspects of renewable natural resources use and conservation in roles outside of their service as a Supervisor; it is essential when speaking as a Supervisor to ensure that the policies and formal positions adopted by the full Board and District are represented accurately and are not undermined.
5. Supervisors will serve the interests of the entire organization and the natural resources of King County.

Policy Type: Governance Culture

GC-8

Supervisor Conflict of Interest

Supervisors are expected to avoid conflicts of interest involving all matters considered by the Board. A conflict of interest exists when a Supervisor is confronted with an issue in which there is a personal or financial interest or an issue or circumstance that could render the Supervisor unable to devote complete loyalty and singleness of purpose to KCD's interest.

1. Supervisors will adhere to the State of Washington ethics requirements for municipal officers set forth in RCW 42.23.030 and RCW 42.23.070.

2. To assure that there is no perception of impropriety or unethical behavior, Supervisors will recuse themselves from voting on any decision which directly involves or affects them, except as otherwise authorized by RCW 89.08.220 (4).

3. If a Supervisor does not recuse themself when it may be improper for them to participate in discussion or decisions, other Board members, including the Executive Director, have the right and obligation to request that Supervisor’s recusal.

4. A Supervisor shall not also be an employee of KCD, nor receive any compensation for services rendered to the organization. This provision shall not prohibit Supervisors from receiving reimbursement for authorized expenses incurred during the performance of Board duties.

5. A Supervisor is expected to avoid conflicts of interest in the exercise of their fiduciary responsibility. Accordingly, a Supervisor may not:

    a. Disclose or use confidential information acquired during the performance of official duties as a means to further the Supervisor's own personal financial interests or the interests of a member of the Supervisor’s immediate family;

    b. Accept any gift of value or economic benefit which would tend to improperly influence a reasonable person, or which the Supervisor knows or should know is primarily for the purpose of a reward for official action;

    c. Engage in a substantial financial transaction for private business purposes with a person whom the Supervisor directly or indirectly supervises.

Policy Type: Governance Culture

GC-8.E

King Conservation District Code of Ethics

Code of Ethics Guidelines

Establishing a clear appearance of fairness is crucial to maintaining a trusting relationship with the citizens of King County. All services and programs will be offered without discrimination to the constituents of King Conservation District.

King Conservation District expects all employees, volunteers, and officials to act with integrity, honesty, and in an ethical manner. The KCD Employee Handbook states the policies of the District as they relate to employee status, conduct, benefits, personnel actions and remedies. These policies and procedures apply to all individuals employed by the King Conservation District, District Supervisors and Associate Supervisors, and other volunteers of KCD unless otherwise governed by statute.

In summary:

1. All KCD Employees are expected to follow strict standards of conduct, set forth in the above referenced handbook. District Supervisors are included in these standards of conduct and shall operate under the same policies and procedures where applicable to include but not be limited to, guidelines addressing conflict of interest, gifts, computing resources, nepotism, credit card use, drug and alcohol use, and verbal, physical, and visual forms of **harassment**[3].

2. Improper use of a Supervisor's position for personal gain or for political or religious reasons is strictly prohibited. In addition, the use of District property or facilities for reasons other than KCD business is prohibited.

3. District Supervisors and employees who participate in executive sessions are not allowed to disclose information provided in an executive session unless KCD's legal counsel advises such disclosure.

[3] See Glossary

Policy Type: Governance Culture

GC-9

Process for Addressing Supervisor Violations

The Board and each of its Supervisors are committed to faithful compliance with the provisions of the Board's policies and the KCD Code of Ethics. The Board recognizes that its failure to deal with deliberate or continuing violations of its policies risks the loss of confidence in the Board's ability to govern effectively. Therefore, in the event of a Supervisor's extraordinary, willful, and/or continuing violation of policy, the Board ordinarily will address the issue by the following process:

1. First, a conversation in a private setting between the offending Supervisor and the Board Chair or other individual Supervisor designated by the Board Chair;

    - If the Chair's compliance is in question, the Vice-chair will be notified.

2. Second, a discussion in a private executive session pursuant to RCW 42.30.110(f), as may be amended, between the offending Supervisor and the full Board;

    - The Board may allow individuals other than the offending Supervisor and the Board to attend all or any portion of the executive session if such attendance will assist the Board and the discussion;

3. Third, possible removal by majority vote of the Board from any leadership or committee positions to which the offending Supervisor has been appointed or elected;

4. Fourth, censure of the offending Supervisor by resolution of the Board as a means of separating the Board's focus and intent from those of the offending Supervisor;

5. Fifth, possible removal from the Board by petitioning the Conservation Commission in accordance with RCW 89.08.200, as may be amended.

Depending on the severity of the violation of the policy, the Board may address the issue by commencing at any level of the process that the Board, in its discretion, deems to be appropriate.

Policy Type: Governance Culture

GC-10

Whistleblower Protection

Supervisors should be familiar with the Whistleblower Protection Policy and Procedures found in the *KCD Employee Handbook* which applies to non-union employees, and the Anti-Discrimination and Grievance Procedure sections found in the *Collective Bargaining Agreement Between King Conservation District and Washington Federation of State Employees AFSCME Council 28, AFL-CIO* for union employees.

Policy Type: Governance Culture

GC-11

Dissolution

Voters of the District may file a petition to dissolve KCD. Per RCW 89.08.350, the petition must be filed with the Commission. Within sixty days from receipt of the petition, notice of an election on the question of the dissolution is issued. A majority of votes for dissolution will result in the District being dissolved. Supervisors must terminate District affairs, dispose of all District property at public auction, pay District debts, and file a verified application with the Secretary of State in accordance with RCW 89.08.370.

Policy Type: Board/Executive Director Relationship

B/ED-1

Single Point of Connection

The Executive Director is the Board's sole point of connection to the operational organization. The Board will direct the operational organization only through the Executive Director or their designee.

Policy Type: Board/Executive Director Relationship

B/ED-2

Single Unit Control

1. The Board will direct the Executive Director only through official decisions of the full Board.

2. The Board will make decisions by formal, recorded vote in order to avoid any disclarity about whether direction has been given.

3. The Executive Director is neither obligated nor expected to follow the directions or instructions of individual Supervisors, officers or committees unless the Board has specifically delegated such exercise of authority.

4. Should the Executive Director receive a request from an individual Supervisor or a committee requests a significant amount of Staff time, the Executive Director is expected to ask that the committee or the Supervisor refer such requests to the full Board for authorization.

Policy Type: Board/Executive Director Relationship

B/ED-3

Staff Accountability

The Executive Director is responsible for all matters related to the day-to-day operation of the organization, within the values expressed by the Board in policy. All Staff are considered to report directly or indirectly to the Executive Director.

1. The Board will not give direction to any contractor or any employee other than the Executive Director, unless requested to do so by the Executive Director

2. The Board will not participate in decisions or actions involving the hiring, evaluating, disciplining or dismissal of any contractor or any employee other than the Executive Director, unless requested to do so by the Executive Director or the Executive Director position is vacant.

3. This policy shall apply to the Board's relationship with any Interim or Acting Executive Director hired as a temporary W-2 **employee**[4] by the Board. However, if an independent contractor is functioning as Interim or Acting Director, the Board's approval is required for any personnel decisions in order to manage the potential liability around such decisions.

4. For purposes of clarification, the above provisions refer to personnel associated with organizational operations. If a contractor is hired by the Board in connection with its governance responsibilities, that contractor may be supervised, evaluated, and/or dismissed by the Board.

[4] See Glossary

Policy Type: Board/Executive Director Relationship

B/ED-4

Authority of the Executive Director

The Board will provide direction to the Executive Director through the District's strategic/long-range plan, annual work plans, and other written policies that define the organizational results to be achieved and define operational conditions and actions to be accomplished or avoided. The Board may change these policies, and in so doing shift the boundary between the Board's and Executive Director's areas of responsibility. The Board will respect and support any reasonable interpretation of its policies by the Executive Director, even though the Executive Director decisions may not be the decisions the Board may have made.

1. The Executive Director will work with the Board to develop a strategic/long-range plan and related annual work plans which define the intended results of the District's work.

2. As long as the Executive Director uses any reasonable interpretation of the Board's direction as expressed in the District strategic/long-range plan, annual work plans, and any related Board policies, the Executive Director is authorized to establish any additional operational policies or procedures, make any decisions, establish any practices and develop any activities the Executive Director deems appropriate to achieve the Board's intended organizational results. The Executive Director is not expected to seek Board approval or authority for any such decision falling within the Executive Director's area of delegated authority.

3. The Executive Director may exercise any additional authority that the Board chooses to delegate.

Policy Type: Board/Executive Director Relationship

B/ED-5

Board Expectations of Executive Director

In addition to assuring the implementation of KCD's Annual Work Plans, the Board has the following expectations of the Executive Director.

1. The Executive Director shall assure that the District meets all its contractual obligations.
2. The Executive Director shall oversee administration of the collective bargaining agreement between the District and Washington Federation of State Employees AFSCME Council 28, AFL-CIO, and shall ensure the District fulfills its requirements under collective bargaining law, including the negotiation of successor collective bargaining agreements.
3. The Executive Director shall assure that the District meets all applicable audit standards.
4. The Executive Director shall designate at least one other executive member of Staff who is familiar with the Board's governance process and issues of current concern and is capable of assuming Executive Director responsibilities on an emergency or interim basis.
5. The Executive Director shall maintain an organizational culture that treats its constituents with high professional standards and respect, dignity and courtesy.
6. The Executive Director shall maintain processes for the effective handling of complaints.
    a. Any good-faith complaint about the Executive Director's performance should first be addressed directly with the Executive Director if at all possible. If that is not possible or not appropriate, the complaint should be communicated to the Board Chair. The lodging of frivolous or intentionally inaccurate complaints is not allowed.
7. The Executive Director shall assure the recruitment, employment, development, evaluation and compensation of employees in a manner necessary to enable the District to accomplish its work.
8. The Executive Director shall maintain adequate job descriptions for all Staff positions.
9. The Executive Director will develop a budget that:
    a. Is in a summary format understandable to the Board and presented in a manner that allows the Board to understand the relationship between the budget and the Board's expectations;
    b. Credibly describes revenues and expenditures;
    c. Shows the amount spent in each budget category for the most recently completed fiscal year, the amount budgeted for each category for the current fiscal year and the amount budgeted for the next fiscal year;
    d. Discloses budget-planning assumptions on future growth, staffing needs, capital and operation expenses, and revenues;
    e. Reflects anticipated changes in employee compensation, including inflationary adjustments, performance increases and benefits;
    f. Assures fiscal soundness in future years.

g. The Executive Director may not develop a budget that plans for the expenditure in any fiscal year of more funds than are conservatively projected to be available during the year.

h. The Executive Director will keep complete and accurate financial records by funds and accounts in accordance with generally recognized principles of governmental accounting and standards established by the Governmental Accounting Standards Board.

10. The Executive Director will assure that payroll and legitimate debts of the District are promptly paid when due.

11. The Executive Director will assure that all purchases are based on comparative prices of items of similar value, including consideration of both cost and long-term quality, and otherwise comply with applicable competitive bidding laws and/or District procurement policies.

12. The Executive Director will submit an annual financial report, co-signed by the Board Chair and Executive Director, to the State Auditor's Office, and arrange for the annual audit of all funds and accounts to be presented to the full Board.

13. As per the 2020-2024 Interlocal Agreement between KCD and King County, the District shall provide to the County Council and Executive, by no later than September 1 of each year, annual reports detailing work completed the prior year and financial information in a format determined by consultation between the District and the Advisory Committee. The annual reports shall describe progress achieved towards the current year's Program of Work benchmarks and report any barriers towards achieving the Program of Work's benchmarks. The annual reports shall be filed with the clerk of the Council for distribution to the chair of the local services, regional roads and bridges committee, or its successor committee, to the Executive, to each councilmember and to the lead staff for the local services, regional roads and bridges committee, or its successor committee.

14. The Executive Director will ensure that all organizational assets are adequately protected, properly maintained, appropriately used and not placed at undue risk.

15. The Executive Director may not allow facilities and equipment to be subject to improper use or insufficient maintenance.

16. The Executive Director may not purchase or sell real estate on the District's behalf, including land and buildings, without Board approval.

17. The Executive Director will provide to the Board in a timely manner information about trends, facts, and other information relevant to the Board's work and the health of the organization.

18. The Executive Director will inform the Board of changes substantially affecting the District's financial condition.

Policy Type: Board/Executive Director Relationship

B/ED-6

Annual Performance Review For the Executive Director

1. Prior to the beginning of each fiscal year, the Executive Director and Board agree on annual performance plan for the Executive Director that includes:

    a. Key organizational goals as articulated in the Board-approved Annual Work Plan; and

    b. Other personal performance goals that the Executive Director and Board agree will help advance the mission of the District, if achieved

2. The annual performance plan is documented for future reference. Details may be modified during the year by mutual agreement between the Executive Director and Board, as changing circumstances warrant.

3. Nine months into the fiscal year, the Executive Director initiates the performance review process by completing a self-assessment based on their performance plan for that year, and then sharing that self-assessment with the Board.

4. Each Supervisor reviews the Executive Director's self-assessment and then completes an assessment tool which is also based upon the Executive Director's performance plan for that year.

5. The Chair compiles Supervisor responses into a single document.

6. The Board meets in executive session, without the Executive Director, to review, discuss, and revise their collective evaluation.

7. The Chair meets with the Executive Director no later than ten months into the fiscal year to discuss both the Executive Director self-evaluation and the Board evaluation. Outcomes recognize excellence in performance and opportunities for improvement. The Chair and the Executive Director also agree on any personal performance goals that are to supplement the Board-approved Annual Work Plan for the year ahead. Signatures of the Chair and Executive Director on the Board evaluation report document that the performance review process has been completed.

8. The Executive Director's compensation package will be reviewed soon after the performance review process and approved by the Board using appropriate salary comparison data. This step will be completed in time to inform the budget for the upcoming fiscal year, and to inform relevant conversations and decisions regarding contract renewal.

Glossary

Employee – In this case, employee refers to a District employee, not an independent contractor. The general rule is that an individual is an independent contractor if the payer has the right to control or direct only the result of the work, not what will be done and how it will be done.

Per the IRS - Under common-law rules, anyone who performs services for you is your employee if you can control what will be done and how it will be done. This is so even when you give the employee freedom of action. What matters is that you have the right to control the details of how the services are performed.

Governance Matters versus Administrative/Management/Operations Issues

Governance – the distribution of legitimate authority to influence and enact policies and decisions; it defines who has the power, who is in charge, and who is responsible. To govern is to exercise sovereign authority; to make and administer public policy; to exercise a deciding or determining influence on. The board governs to exercise its sovereign authority over the organization. Its primary governing roles include setting the direction, ensuring adequate resources, and overseeing the health of the organization. (Cathy Trower, 2010)

Management - the practice of directing or supervising. To manage is to direct or exert control; to handle, administer, or be in charge of. The board delegates the management role to the chief executive who becomes responsible for the daily operations of the organization. (Cathy Trower, 2010)

Here is an example of how a board policy might be implemented through policies developed at different levels in the organization:

Governance

- A local art museum board established a policy granting equal amounts of annual leave for all staff regardless of exempt or nonexempt status.

Administrative/Management/Operations

- The chief executive developed a policy that annual leave would be severely curtailed for all personnel dealing with the visiting public during the busiest season.
- The human resources department policy stated that the needs of employees with school- age children would be accommodated whenever possible when developing vacation schedules.
- The person staffing the information desk developed an informal policy for herself that she would always take her vacation during times when there is a decrease in the number of visitors.

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Harassment – It is the intent of the District to provide a work environment free from all verbal, physical, and visual forms of harassment. All Supervisors are expected to be sensitive to and respectful of their colleagues, District Staff, and others with whom they come into contact while representing the District. The District prohibits all forms of harassment, whether due to sex, sexual orientation, marital status, race, color, national origin, citizenship status, creed, religion, age, disability, or any other reason.

Land occupier – includes any person, firm, political subdivision, government agency, municipality, public or private corporation, co-partnership, association, or any other entity whatsoever which holds title to, or is in possession of, any lands lying within a district organized under the provisions of chapter 184, Laws of 1973 1st ex. sess., whether as owner, lessee, renter, tenant, or otherwise.