

**Standard Operating Procedure (SOP) - Flagship Dog Sports 501c3 (DBA NWPASWA)**

**Version: 1**

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## 1. Purpose

To provide clear, simple guidelines for running Flagship Dog Sports DBA NWPASWA efficiently and responsibly.

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## 2. Who This Applies To

All Club members, staff, volunteers, and Board members.

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## 3. Roles & Responsibilities

- **Board Members:** Provide oversight, approve policies and support fundraising.
  - **President:** The President shall perform the duties as described in the bylaws. The President shall be familiar with the bylaws and refer to them whenever a question arises about authorization and proper procedure. Oversees board operations, prepares agendas, and manages the ED's evaluation. The President is a strong leader. In order to be effective, one must diligently try to identify problems and goals. To this end, the President may create ad hoc committees to deal with a specific issue, or standing committees who remain in place to manage ongoing issues. The President shall be an ex officio member of each committee. The chair should remain calm, respectful, and supportive. Above all, the President is the steward of the club and responsible for its well-being.
  - **Vice President:** The Vice President acts as the "second in command" and serves as the primary backup to the President, assuming leadership duties in their absence, and acts as a key executive team member. Responsibilities include chairing committees (e.g., nominating, governance), assisting with strategic planning, overseeing special projects, mentoring new members, and ensuring compliance with organizational bylaws.
  - **Treasurer:** Handles money, budgets, oversees taxes and reports and any financial responsibilities.
  - **Recording Secretary (RS):** Is responsible for sending meeting notices, documenting accurate minutes of meetings, including motions, actions, and decisions. They prepare, distribute, and maintain official records, agendas, and attendance lists. They ensure legal compliance of records and maintain organizational history.

- Corresponding Secretary (CS): A board member responsible for managing the organization's external and internal written communications, distinct from the RC who handles minutes. Key duties include handling external correspondence, managing member communications and acting as a liaison between the board and members.
  - **Executive Director (ED):** Manages day-to-day operations, ensures compliance and reports to the Executive Board. The ED is an Independent Contractor. Some duties include:
    - Inventory: After each event the ED will inventory and report status at the next meeting. This includes maintaining, organizing and cleaning the equipment.
    - Ordering: The ED is responsible for ensuring the organization has what it needs for each event.
    - Booking: The ED books the staff and judges needed for events, and ensures that all contracts are signed.
    - AKC Liaison: This position is the main liaison to AKC and handles all applications needed one year before event dates.
    - Appoints: The ED accepts the Trial Chair and Trial Secretary contracts and appoints them for all trials.
  - **Staff:** Run programs, track progress and help with events. Reports to ED.
    - Marketing Coordinator: Promotes the organization's mission, programs, and fundraising initiatives by managing social media, creating content (newsletters, blogs), and organizing events. They increase visibility to engage donors and volunteers, track campaign analytics, and maintain consistent brand messaging across digital and print platforms.
    - Trial Chair: Acts as the chief organizer and responsible party for a trial, overseeing all planning, logistics, and compliance with league regulations. They appoint and lead the event committee, manage volunteers, ensure site readiness, and handle any onsite issues or misconduct, acting as the primary point of contact. (See checklist on page 4)
  - **Volunteers/Stewards:** Can Chair, join committees, help with events. Reports to the appropriate Chair.
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## 4. Key Procedures

### Meetings

- Board: Monthly after Club Meeting; ED provides updates; minutes recorded by RS.
- Club: Monthly video calls on the 1<sup>st</sup> Friday of the month at 7 pm.

### Sports & Events

- Judge resources and paperwork for the club are located in Google Drive.
- Judges, Trial Chair and Trial Secretary must be hired by the Executive Director, President or Vice President of the Board in that order.
- Trial Chair and Trial Secretaries must shadow events (unpaid) before they can submit a contract to Chair or Log events.

### AKC Scent Work

- AKC page link [resources](#) to understand how a trial (“competition”) works.

### AKC Fast CAT (Course Ability Test)

- AKC page link [resources](#) to understand how a race works.

### AKC Rally Obedience

- AKC page link [resources](#) to understand how a virtual trial works.

### AKC Fetch

- AKC page link [resources](#) to understand how a trial works.

### UpDog Challenge – Disc and Crossover (Disc/Agility) games

- Able to submit UpDog points for AKC titles.
- UpDog link [resources](#) to understand how a competition works.

### Club Members

- Complete a brief online application. Form here:  
<https://form.jotform.com/242853372905158>
- Sent a welcome email from the CS with a brief orientation and optional tasks/clear instructions.
- Recognize efforts regularly (e.g., raffles, free items - i.e. T-shirts).

## Communication

- Keep members and staff updated via email or newsletter.
- All official communications reviewed by ED and President of the Board.
- Social media and website content aligned with mission.

## Safety & Compliance

- Report incidents or concerns to ED immediately.
- Protect donor, staff, and participant data.
- Maintain insurance and follow local laws.

## Checklists for scent work:

### Trial ED Responsibilities

- Plan dates approved by the AKC / Ensures no conflicts with neighboring clubs
- Contacts and creates judge contracts and books them
- Signs and scans judge's contracts (or delegates to the TC)
- Confirms Trial Chair and Trial Secretary and signs their contracts
- Puts the TC, TS and Judge's contracts in the drive (page 4)
- Picks a location/venue and puts down the deposit or may delegate to the Treasurer
- Plans Trial classes according to that venue's size and surroundings
- Sends in AKC applications / Send approval letters to the TC
- Uploads final Premium to the Flagship website (or delegates this task)
- Updates the Trial online form and submits the links to the TC
- Upload final Premium to AKC online system
- Orders ribbons and keeps a current Ribbon inventory
- Puts the TC photos in the drive
- Buys equipment for trial (if needed) and keeps a current inventory
- Recruits volunteers for box assembly (if needed)
- Books hotel rooms for judges and sends to the TC
- Create steward/volunteer sign up in Sign Up Genius software and email link to TC.
- Orders the lunch for the Trial days and forwards info to the TC
- Email results and pay AKC within 10 days
- Decides by what means (check, Venmo) and whether the TC and TS will be paid before or after the trial.
- Wash and/or toss HOT containers and put them in an isolated area
- Wash and/or put away cold containers

## **Trial Chair Pre-trial Responsibilities**

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- Creates the Trial(s) Premiums and emails finals to the ED
- Measures areas at the venue (delegates volunteers to help)
- Creates a floor plan and emails to the ED/Judges
- Takes photos of the venue and emails them to the ED
- Sends judges a link to the pictures of the search areas/venue
- Confirms judge(s) arrival date/time and communicates to the ED
- Sends judges hotel info
- Emails the steward/volunteer sign up to the club members – Keeps assignment sheet
- Create a run order from the TS entry information
- Assist judges the night before trial, transports equipment and supplies, does room setup
- Ensures Judge's Steward bags are stocked with gloves, water, snacks, pens, chalk, marker, paper towels, no odor and clipboard with scoresheets
- Picks up breakfast food/snacks
- Hang paper class signs by the rooms
- Brings to venue:
  - Ribbons
  - Judge's Bags with supplies
  - Cones/Supplies bin
  - Tables / Chairs (if needed)
  - Containers (boxes and higher-level containers)
  - Snacks/Water
  - Ice

## **Trial Chair Day of Trial Responsibilities**

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- First to arrive, open up
- Puts out parking signs/coned areas
- Designates a safe Potty area
- Sets up the kitchen, drinks, ice, coolers outside, snacks, breakfast items
- Creates a registration area with table, chair(s) and registration sign in sheets
- Makes sure the judges are there on time and they know where everything is
- Handles the volunteer briefing and relays their assignments
- Ensures volunteers are in place when the exhibitors start arriving
- Sets boundaries if the exhibitors enter before 8
- Delegates last minute tasks to the volunteers
- Handles the Handler Briefing before the Judge's Briefing (see template page 11)
- "Puts out fires" as the day goes on
- Keeps the trial on time
- Assigns an emergency judge if needed/contacts the AKC weekend trial line for permission
- Assists the TS with affixing the results sheets

- Assists the TS with ribbons
- Trial breakdown/cleanup after trial

### **Trial Secretary Pre-Trial Responsibilities**

- Become familiar with RyKris: MySWT software, manual and read over the premiums.
- In MySWT, setup Show, Trials and Classes for Scent trials
- Input and assign handlers/dogs to classes
- Keep track of those who have paid, keep checks and give to President or Treasurer
- Send email confirmations through MySWT after the random draw
- All move-ups are due by the close date, after that they must be submitted the day of event.
- Email the final Judge Counts to the Trial Chair
- Email the entries to the TC so they can create a run order
- Print and organize score sheets by judge according to that run order
- Print 10 copies of the run order from the TC
- Print 10 copies of the Steward Assignment list from the TC
- Create your Trial Secretary “bin” of the following items:
  - AKC Show Rules and AKC Scent Work Rules
  - Rykris Software Manual (printed)
  - Cash Box – petty cash for the trial change
  - Club checkbook (if you have one)
  - Laptop and charge cable
  - Printer and cables, extra paper (2) and toner
  - Your cell phone and charger
  - Pens, medium sharpies, dry erase marker, highlighter
  - Paper clips, binder clips
  - Stapler, extra staples, scotch tape, packing tape
  - Ribbon Labels
  - 10 Junior Handler Application sheets
  - 10 Event Applications (end of the premium) for move ups
  - 20 blank scoresheets
  - Competitor Applications (Paper only)
  - 10 stapled copies of the Run order for each day
  - 1 copy of the Check In Sheets
  - Score Sheets

The night before the trial:

- Puts the rosettes out for display
- Sets up the TS office
- Ensures the score sheets are in the judge’s bags

### **Trial Secretary – During Trial Responsibilities**

- Runs the registration table when there aren't enough volunteers
- Enters score sheets into the software
- Prints labels and results when classes are completed
- Affixes the results sheets to a window where exhibitors can see them
- Puts printed labels on ribbons and takes them to the "grab" table
- Sorts score sheets by judge/class
- When the results are done, prints the Show Catalogue and AKC reports that need signed
- Ensures the judges have their trial paperwork checked off and signed
- Gets a W9 signed by each judge
- Collects all judge's receipts and writes a expense check for the judge(s) and a fee check
- Judges take score sheets with them

### **Trial Secretary Post-Trial Responsibilities**

- Has 10 days to submit results to the AKC through RyKRIS software
- Scans AKC reports paperwork as separate files and emails to the AKC scent work results
- Sends results to the exhibitors through the RyKRIS software
- Mails out any FLAT ribbons to exhibitors who didn't take them. Rosettes are not mailed.
- Submits payment via check for the trials
- Waits for AKC closeout notices and then can close the trial out in the software

## **5. Records**

- Keep simple, organized records of finances, programs, members and volunteers.
- Review and update this SOP annually.

## 6. Templates



# JUDGING AGREEMENT

This Agreement is between **Flagship/NWPASWA and Robin Ford (Judge # 202361)**

**Address:** 12706 Country d 10-3 Delta, OH 43515

**Phone:** (419) 367-8755      **E-mail:** rforddogs@gmail.com

### THE PARTIES AGREE TO THE FOLLOWING:

1. Judge accepts the assignment to judge for the following:

Date(s):

Time(s):

Event: AKC Scent Work Trial

Trial Location:

Trial Contact:

Judge Emergency Contact:

2. The Judge's fee for fulfilling this assignment will be \$? per day.

3. The club will book a hotel room for the judge. The judge will also be compensated for mileage in accordance with the 2026 IRS rate and meals are covered by the club in these amounts (up to \$30 for dinner, and \$15 for breakfast—no alcohol or desserts are reimbursed).

4. The Judge(s) agrees to supply scent, scent vessels (minus buried) and distractions.

5. The club provides dog(s) in white, buried vessels and EZ-up for outside (wind permitting). The club will supply all necessary supplies and equipment necessary to hold a trial. The club will also supply the judge with a ring steward and timer.

6. This agreement is valid and in force until such time that all parties mutually agree to rescind.

If the Judge must cancel the Judge assignment due to accident, illness or injury or personal reasons, the Judge will be responsible for reimbursing the host for any and all expenses incurred including all change fees.

If the host must cancel the trial after all terms of the agreement have been accepted and the agreement has been signed, through cause of national or local emergency, natural or manmade, this agreement shall be rescinded without prejudice to either party. The host shall pay the total balance of all outstanding reimbursements and fees owed to the Judge within 10 business days after last day of trial event. The Judge shall provide complete documentation of all expenses to the host, including copies of receipts on the day of the trial. If the trial is cancelled by the club for any reason the club will be responsible for any and all non-refundable expenses incurred by the judge.

7. The club will provide the judge with pictures (preferred), and/or measurements and descriptions of the show site at least 60 days prior to the trial.

8. The club will provide snacks, water and lunch on trial days. If the judge has special dietary needs, they will notify the club 60 days prior to the trial.

**Judge**

Signature \_\_\_\_\_ Date: \_\_\_\_\_

**As a Representative of NWPASWA I agree to the Terms listed above**

Signature \_\_\_\_\_ Date: \_\_\_\_\_

## **Flagship/NWPASWA Handler Briefing**

Welcome!

1. Please do not discuss the search areas in any way.
2. There are several entrances and exits. Please refer to the gate stewards on where to go.
3. The “potty area” is behind parking and there is a bucket there. Please stay inside the yard signs so you don’t see any of the search areas.
4. Warm up boxes are at the end of the parking area. Handlers should not touch the odor boxes which will be clearly marked.
5. If you miss your turn in the run order, you have an opportunity to hop in at the end but once a class is closed, it’s closed.
6. After each color block the judges need to set odor for the next block.
7. Be kind, supportive and have fun! Our club’s mission is based on this. Remember, this is a game. We’re here to enjoy time with our dogs and be social and understanding. We understand everyone’s time is precious and we’ll do our best to streamline things and keep things running quickly.
8. If you have a complaint, privately go to the registration table and ask for me (Trial Chair).

Thank you and good luck!

## Venue Rental Agreement

This Venue Rental Agreement (“Agreement”) is entered into on **[Date]**, by and between:

### Venue Owner/Manager:

Name: **[Venue Owner Name]**

Address: **[Address]**

Phone/Email: **[Contact Info]**

and

### Renter:

Name: **[Renter Name]**

Address: **[Address]**

Phone/Email: **[Contact Info]**

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## 1. Venue

The Venue Owner agrees to rent the following venue to the Renter:

**[Venue Name and Address]**

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## 2. Event Details

- **Event Type:** [e.g., wedding, party, meeting]
  - **Event Date:** [Date]
  - **Start Time:** [Time]
  - **End Time:** [Time]
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## 3. Rental Fee

- **Total Rental Fee:** \$[Amount]
- **Deposit (if any):** \$[Amount], due on [Date]

- **Remaining Balance:** \$[Amount], due on [Date]

All payments are non-refundable unless otherwise agreed in writing.

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#### **4. Use of Venue**

The Renter agrees to use the venue only for the event stated above and to comply with all laws, rules, and venue policies. No illegal activities are permitted.

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#### **5. Damage and Cleaning**

The Renter is responsible for any damage to the venue or its contents caused during the event. The venue must be left in reasonably clean condition. Additional cleaning or repair costs may be charged to the Renter.

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#### **6. Cancellation**

If the Renter cancels the event, any deposits paid will be **[non-refundable / refundable under these conditions: \_\_\_\_\_]**.

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#### **7. Liability**

The Venue Owner is not responsible for lost, stolen, or damaged personal property. The Renter agrees to assume responsibility for any injuries or damages caused by the Renter or guests during the event.

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#### **8. Entire Agreement**

This Agreement represents the entire understanding between the parties and may only be modified in writing signed by both parties.

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#### **9. Signatures**

By signing below, both parties agree to the terms of this Agreement.

**Venue Owner Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_





## **6. Gift Acceptance Policy**

1. Flagship Dog Sports solicits and accepts gifts that are consistent with its mission.
2. Donations will generally be accepted from individuals, partnerships, corporations, foundations, government agencies, or other entities, without limitations.
3. In the course of its regular fundraising activities, Flagship Dog Sports will accept donations of money, real property, personal property, stock, and in-kind services.
4. Certain types of gifts must be reviewed by the board prior to acceptance due to the special liabilities they may pose for Flagship Dog Sports. Examples of gifts which will be subject to review include gifts of real property, gifts of personal property and gifts of securities.

## **7. Personnel Policies**

### **Policy on Affirmative Action/Equal Employment Opportunity Statement**

FDS is an Equal Opportunity Employer and recruits, employs, retains, and promotes persons in all job titles without regard to gender, sexual orientation, race, religion, color, alienage or citizenship, national or ethnic origin, age, transgender status, marital status, veteran status, carrier status or disability, except where there is a bonafide occupation qualification for the job tasks to be performed. In such circumstances, reasonable accommodations for qualified individuals with known disabilities will be made unless doing so would result in an undue hardship. FDS will also ensure that all personnel actions such as compensation, benefits, transfers, layoffs, recalls, transfers, leaves of absences compensation, and training will be administered in accordance with the principles of equal employment opportunity.

### **Compliance Procedure**

FDS does not discriminate against any employee, volunteer or consultant on the basis of race, color, cultural heritage, national origin, religion, age, sex, sexual orientation, marital status, physical or mental disability, political affiliation, source of income, veteran status or any other status protected under local, state, or federal law. This policy extends to all personnel decisions, terms and conditions of employment, vendor contracts and provision of services. At FDS, we are committed to providing a safe and respectful work environment for all staff and customers. No one, whether a manager, an employee, a consultant, or a member of the public, has to put up with harassment at FDS, for any reason, at any time. Additionally, no one has the right to harass anyone else, at work or in any situation related to employment. Harassment is any behavior that degrades, demeans, humiliates, or embarrasses a person, and that a reasonable person should have known would be unwelcome. It includes actions (e.g. touching, pushing), comments (e.g. jokes, name-calling) or displays (e.g. posters, cartoons). Sexual harassment includes offensive or humiliating behavior related to a person's sex, as well as behavior of a sexual nature that creates an intimidating, hostile, or "poisoned" work environment, or that could reasonably be thought to put sexual conditions on a person's job or employment opportunities. If you experience any job-related discrimination or harassment based on race, color, religion, sexual orientation, national origin, age, disability, marital status, amnesty, or if you believe you have been treated

in an unlawful, discriminatory manner, promptly report the incident to your supervisor. FDS will not disclose a complainant's or alleged harasser's name, or any circumstances related to a complaint, to anyone, except as necessary to investigate the complaint or take disciplinary action related to the complaint, or as required by law. Managers involved in a complaint are reminded to keep all information confidential, except in the above circumstances

## **Employment**

FDS does not offer tenured or guaranteed employment. Thus, the Company or the employee can terminate the employment relationship at any time for any lawful reason, with or without cause, with or without notice.

## **Vacancies**

All positions not filled by internal promotion of existing employees will be advertised, and all applicants will be considered for employment in compliance with all applicable federal, state and local laws.

## **Hiring**

FDS Board of Directors has the responsibility of hiring the Executive Director upon recommendation of the Executive Committee, which will interview and screen applicants. The Executive Director, with consultation of the Executive Committee and appropriate staff, has the responsibility of hiring all other staff. During the recruitment, hiring, and orientation process, no statement is to be made promising permanent or guaranteed employment; and no document should be called a contract unless, in fact, a written employment agreement is to be used. When candidates from outside of the company are to be considered for job openings, the following procedures should be followed: a) All candidates for employment must submit a resume. b) An interview will be arranged between the applicant and the Executive Director or head of the department with the job opening. c) The Executive Director or department head has the responsibility to determine whether an applicant is technically qualified for the position and if the applicant is compatible with the work environment. d) Reference checks are required from all final stage candidates. Written references and notes on verbal references, if any, become part of the employee's personnel file. e) Any offer of employment is contingent on a satisfactory check of references and misrepresentations in the process of application for employment may be grounds for termination. f) Applicants must fill out and sign a Conflict-of-Interest Form and other pertinent employment forms. g) Following a decision to hire the applicant, the Executive Director, department head or Human Resources will make an offer of employment which should include any contingencies or disclaimers deemed necessary. This may include a limited term of employment if a specified funding source, of limited duration, is to be used to fund the position. If the background, educational, conflict of interest, or other subsequent investigation discloses any misrepresentation on the resume or any other written material submitted to FDS indicating that the individual is not suited for employment the applicant will be refused employment or, if already employed, will be subject to appropriate

disciplinary action up to and including termination. A member of an employee's immediate family will be considered for employment provided the applicant possesses qualifications for employment. An immediate family member may not be hired, if such employment would: a) Create either a direct or indirect supervisor/subordinate relationship with a family member; or b) Create either an actual conflict of interest or the appearance of a conflict of interest. These criteria will also be considered when assigning, transferring, or promoting an employee. For purposes of this policy, "immediate family" includes: the employee's spouse, common-law spouse, qualified domestic partner, brother, sister, parents, children, step-children, father-in-law, mother-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, and any other member of the employee's household. Employees who marry or become members of the same household may continue employment as long as there is not: a) A direct or indirect supervisor/subordinate relationship between such employees; or b) An actual conflict of interest or the appearance of a conflict of interest.

### **Employment at Will**

Employees hereby understand and acknowledge that, unless otherwise defined by applicable law, any employment relationship with FDS is of an "at-will" nature.

#### Employment at Will Disclaimer

This handbook does not constitute as a contract for employment for any period of time but merely sets forth policies and procedures in effect on the date it was issued. The handbook may be amended from time to time without prior notice to employees. Furthermore, additional policies and procedures specific to particular job classifications may be added as needed. The Executive Director, is the only person, who has authority to enter into any agreement or make any promises or commitments contrary to the foregoing.

#### Employment Status

A normal workweek is Monday through Friday, during the hours of am to pm and consists of hours. A normal workday consists of eight consecutive hours of work with a one hour unpaid lunch period usually taken between the hours of 12pm and 2pm. Breaks are considered as time worked except as otherwise provided by law. The exact schedule of hours of work, including lunch and breaks are determined individually by the department or office which employs the employee.

#### Full-time

A full-time regular employee is one who works 40 hours per week.

#### Part-time

Part-time employees work less than full-time in a regular job slot.

## Temporary Employees

A temporary employee is a person who is hired for a temporary period, generally less than 2 months. Temporary employees should have no expectation of continued or regular employment and cannot become a regular employee unless an offer of regular employment has been made. Unless otherwise specified or as required by law, temporary employees are not eligible for employee benefits.

## Non-Exempt and Exempt Employees

The Federal Fair Labor Standards Act classifies employees as either non-exempt or exempt. Nonexempt employees receive hourly wages. An exempt employee is salaried and is exempt from the provisions of the Fair Labor Standards Act. This customarily refers to professional, administrative and executive personnel. Safe Harbor for Exempt Employees Exempt salaried employees receive a salary that is intended to compensate for all hours worked for the Company. This salary is established at the time of hire. While it may be subject to review and modification from time to time, such as during salary review times, the salary is a predetermined amount that is not subject to deductions for variations in the quantity or quality of work. Under federal and state law, exempt salaried employees' salaries are subject to certain deductions. For example, absent contrary state law requirements, exempt salaried employees' salaries are subject to reduction for the following reasons: 1) Full day absences for personal reasons; 2) Full day absences for sickness or disability; 3) Full day disciplinary suspensions for infractions of our written policies and procedures; 4) Family and Medical Leave absences (either full or partial day absences); 5) To offset amounts received as payment for jury and witness fees or military pay; or 6) The first or last week of employment in the event of less than a full week worked. Exempt salaried employees' salaries are also subject to reduction for their portion of health, dental, or life insurance premiums; state, federal, or local taxes; social security; or . In any workweek in which exempt salaried employees perform any work, their salary is not subject to reduction for any of the following reasons: 1) Partial day absences for personal reasons, sickness, or disability; 2) Absence due to the Company's decision to close a facility on a scheduled work day; 3) Absences for jury duty, attendance as a witness, or military leave in any week in which any work is performed; or 4) Any other deductions prohibited by state or federal law. However, subject to state law, it is not an improper deduction to reduce exempt salaried employees' accrued vacation, personal, or other forms of paid time off for full or partial day absences for personal reasons, sickness, or disability.

Employees who believe they have been subject to an improper deduction should report the matter to their supervisor immediately. If the supervisor is unavailable or is an inappropriate person to contact, or if a prompt and fully acceptable reply has not been received within five (5) business days, should be contacted. Every report of improper deductions will be fully investigated and corrective action, up to and including discharge, will be taken, as appropriate, for any employee(s) who violates this policy. In addition, FDS will not allow any form of retaliation against individuals who report alleged violations of this policy or who cooperate in

the Company's investigation of such reports. Retaliation is unacceptable, and any form of retaliation in violation of this policy may result in disciplinary action, up to and including discharge.

#### Consultants /Contractors

Are contracted for a specific scope of work and/or time period and are not employees of FDS.

#### **Attendance**

Employees are required to notify their immediate supervisor within one hour of the scheduled starting time in the event of illness or other unforeseen circumstances that will result in tardiness or absence from work. Absence without prior approval, including illness, will not be compensated unless the employee provides proper notification of absence. Proper notification should be given to the immediate supervisor or the person acting in place of the supervisor in his or her absence. In case of catastrophic emergency that makes notification impossible, an employee will provide a brief written explanation upon return to work. FDS may require doctor's verification for return to work after any absence for illness or injury of more than three consecutive day's duration. FDS reserves the right to request doctor's verification of any illness or injury regardless of duration of absence with special emphasis on employee's capability to return to work and work restrictions, if any.

#### **Work Schedule and Pay Periods**

All full-time employees typically work an 8 hour, 5 day week including meal breaks. The normal office hours of the organization are [Monday through Friday from 9:00 a.m. to 5:00 p.m. Non-exempt employees will be paid time and one half for each hour worked beyond 40 each week or will be awarded compensatory time at a rate of one hour for every hour over forty hours worked during a single week.

#### **Time and Effort Reporting**

FDS employees are required to complete an individual Personnel Activity Report (PAR) showing the daily hours and the projects or activities worked . PARs cover one pay period and are to be completed at the close of each workday and be submitted to their supervisor on of the pay period.

#### Time and Effort Reporting for Non-Exempt Employees

The following points should be considered in filling out PARs: a) Employees are to record their starting time, quitting time, and total hours worked for each workday. b) Employees are not permitted to sign in or commence work before their normal starting time or to sign out or stop work after their normal quitting time without the prior approval of their supervisor. c) Employees are required to take a lunch or meal break. d) Employee PARs are to be checked and

signed by the supervisor. Other time for which an employee is entitled to be paid (paid absences, paid holidays, or paid vacation time) should be entered on the time record. Overtime also should be entered. PARs should be signed by an immediate supervisor. e) Unapproved absences are not considered as hours worked for pay purposes. Supervisors are to inform employees if they will not be paid for certain hours of absence. The filling out of another employee's PAR other than by a supervisor in the employee's absence or the falsifying of any time record is prohibited and may be grounds for disciplinary action, including termination.

#### Time and Effort Reporting for Exempt Employees

Exempt employees are required to submit their Personnel Activity Reports (PAR) on a basis: by, and by for their supervisor's approval. The PAR must include the number of hours worked on each activity or project each day as well as any vacation, sick time or other leave taken. All employees have a responsibility to accurately report their time and effort. Since employee PARs are vital for payroll purposes, employees must inform management if they fail or otherwise forget to record their time and effort. Failure to fulfill these requirements may result in disciplinary action as appropriate. Only supervisors or, in the employees' absence, are permitted to fill out another employee's PARs. Falsifying of any PAR is prohibited and may be grounds for disciplinary action, including termination.

#### Pay Practices

Pay Period Employees will be paid on a cycle unless pay day falls on a holiday or weekend, in which case staff will be paid on day before that holiday or weekend. Employees are encouraged to have direct deposit payroll. On pay day employees will be sent a check in the office which they report for work or a pay stub showing the pay that has been deposited in their bank account. New employees will receive a paycheck until direct deposit can be arranged.

#### Conflict of Interest

No employee will participate in activities or other employment that cause a conflict of interest with the activities of [org. name]. Activities or employment that create possible conflicts will be disclosed to the Executive Director in writing for review. Any employee of the organization, who accepts gifts or gratuities from individuals, companies, clients, or suppliers in conjunction with their job, will be subject to disciplinary action up to and including dismissal. No FDS employee is to become involved in real estate development, outside of his or her work at [org. name], in any neighborhood where the organization operates a program. No officer or employee may serve as an official, director, or trustee of any for-profit or non-profit enterprise without obtaining the approval of their immediate supervisor. FDS encourages service with constructive and legitimate not-for-profit organizations. Participation in civic affairs is encouraged as part of our commitment to community involvement. There are cases, however, in which organizations have business relationships with the organization in which the handling of confidential information might result in a conflict of interest. An employee's immediate supervisor must be advised when a potential conflict exists

## Policy Prohibiting Unlawful Harassment, Including Sexual Harassment

It is the policy of FDS that it will not tolerate verbal or physical conduct by any employee which harasses, disrupts, or interferes with another's work performance or which creates an intimidating, offensive, or hostile environment. As an equal opportunity employer, it is [org. name]'s policy that every applicant and employee shall enjoy a work environment free from all forms of unlawful harassment, including sexual harassment. Unwelcome verbal, physical or visual conduct involving any individual's race, color, religion, sex, sexual orientation, pregnancy, age, national origin, ancestry, citizenship, medical condition, physical disability, marital status, or military service, or any other basis protected by any federal, state or local law which impairs an employee's ability to perform their job is illegal and is strictly prohibited. Sexual harassment is an unlawful employment practice under Title VII of the Civil Rights Act of 1964 and various state laws. The regulations of the Equal Employment Opportunity Commission define "sexual harassment" as follows: Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: a) submission to such conduct is made either explicitly or implicitly a term or a condition of an individual's employment; and b) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. Some examples of sexual harassment include, but are not limited to, the following: a) Unwelcome requests for sexual favors or dates. b) Unwelcome physical touching. c) Jokes or gestures that have a sexual content or sexual connotation. d) Posters or cartoons that have a sexual content or sexual connotation. e) Sending or forwarding written or electronic correspondence of a sexually explicit nature. f) Creating an otherwise offensive working environment or unreasonably interfering with another's ability to perform his or her job. FDS does not condone sexual relationships between supervisors and their staff. A relationship of this type can easily be considered sexual harassment. If such a relationship develops, one of the individuals must transfer to another position in the organization. Both as a matter of law and common decency, each employee of FDS is entitled to pursue his or her employment, free of harassment or discrimination on any of the prohibited bases enumerated above. Accordingly, unlawful harassment or discrimination against any employee of FDS will not be tolerated. Violation of this policy may subject an employee to discipline, up to and including immediate termination.

Any employee who believes that he or she (or another employee) is the object of harassment or discrimination on any of the above-enumerated bases is strongly encouraged to follow the complaint procedure outlined below. Any employee may initiate the complaint procedure, without fear of reprisal, by immediately reporting such complaints to the: a) the employee's immediate supervisor. b) The , if the employee feels that he or she is unable to report a complaint to his or her immediate supervisor. c) an officer of [org. name], if the employee feels that he or she is unable to report a complaint to the . FDS takes all complaints of harassment or discrimination seriously. All complaints will be investigated immediately by an impartial designee to be determined by senior management of [org. name]. Any employee who believes that the actions or words of a supervisor or fellow employee or some other person(s)

encountered in the workplace constitute unwelcome harassment has a responsibility to report such incident as soon as possible to the appropriate supervisor, manager or officer of [org. name]. Employees are encouraged to utilize the foregoing complaint procedure. No employee will be retaliated against for having opposed unlawful harassment or discrimination, or for having filed a complaint or otherwise participating in an investigation concerning a complaint. Employees are also notified that there are governmental agencies that handle claims of unlawful discrimination and harassment. These agencies include the Equal Employment Opportunity Commission and parallel state agencies. Each employee will be required to sign an acknowledgment of the Policy Prohibiting Unlawful Harassment, Including Sexual Harassment contained at the back of this manual.

### **Personnel Files and Employment Information**

All staff members have a right of access to their personnel file, with the exception of access to reference checks that were obtained in confidence. The staff member may review the folder in the presence of their immediate supervisor. It is the responsibility of the staff member to provide information to their supervisor to keep personnel folders up-to-date (e.g., current resumes, change in marital status, name, address, telephone numbers, number of dependents, designated beneficiaries, education and training skills). The employee's immediate supervisor is authorized to verify the following information for a prospective creditor of an employee: 1) dates of employment; 2) title; and, 3) salary. Neither the Executive Director nor any employee is authorized to provide a prospective employer of a present or former employee of the organization with any information other than dates of employment and title.

**Confidentiality/Protecting Organization Information** It is the policy of FDS that protecting FDS information is the responsibility of every employee. All employees are responsible for preventing improper or accidental disclosure of confidential information. Confidential information includes, but is not limited to:

- Donor information
- Personal sponsor data
- Financial or other information on borrowers or guarantors
- Intellectual work product
- Personally identifiable information of partners or Board members
- HR Personnel Information
- Payroll Information

Information of a confidential nature is not to be discussed with anyone outside the organization and should only be discussed within the organization on a "need to know" basis. In addition, employees have a responsibility to avoid unnecessary disclosure of non-confidential internal information about FDS and its associates. This responsibility is not intended to impede normal business communications and relationships, but is intended to alert employees to their obligation to use discretion to safeguard internal FDS affairs. This responsibility continues even after the employment relationship ends. If an employee has any question in any situation, they should consult with their supervisor or Executive Director. Employees authorized to have access to confidential information must treat the information as proprietary FDS property for which

they are personally responsible even after the employment relationship ends. Employees are prohibited from attempting to obtain confidential information for which they have not received access authorization. All media inquiries and other inquiries requesting statements, comments, or information on behalf of FDS should be referred to the Executive Director, and all press releases, publications, speeches, or other official declarations on behalf of FDS must be approved in advance by the Executive Director. Inquiries seeking information concerning current or former employees should be referred to Executive Director. Employees are not to discuss with the officers, directors, or employees of competing companies any topic which might give the impression of an illegal agreement in restraint of trade. Such topics include pricing agreements, funding allocation, and division of territories. Employees are prohibited from disclosing "material inside information," that could affect FDS's business, to anyone outside the organization until such information has been made available to the public by management. Employees are also prohibited from using such information for their own profit. These prohibitions remain in full force and effect after the employment relationship has ended. Employees violating this policy will be subject to discipline, up to and including termination and may be subject to legal action.

### **Resignation, Suspension, Termination, Reduction**

#### **Resignation**

Employees who wish to resign from their positions should give weeks written notice to their immediate supervisor with the reasons stated therein. If 2 weeks' notice is not given before resignation, the employee may lose any accumulated vacation time or other benefits.

#### **Suspension**

Suspensions usually occur after verbal warnings or written warnings are issued. However, an employee may be suspended by the Executive Director without pay for breach of client confidentiality, unsatisfactory job performance, and/or just cause. The Executive Committee must review the facts of the case at or before the next regularly scheduled board meeting to either confirm or reverse the suspension. The decision of the Executive Committee will be given in writing.

#### **Termination**

Dismissal will be issued for unsatisfactory job performance, violation of the Personnel Policies and Procedures, illegal acts, or any other just cause as determined by the Executive Director. Written notice of termination will be given with reasons for the action stated to the employee. Immediate termination will occur for breach of client confidentiality, theft, and/or just cause. Unsatisfactory job performance includes, but is not limited to excessive absenteeism, tardiness, failure to cooperate with other employees, and unauthorized use of company property. In addition, FDS reserves the right to terminate an employee at any time with or without notice, for any reason, or for no reason at all. For more details, refer to Corrective Action and

Termination in Section Three Performance and Discipline section. The Board of Directors has the responsibility for the termination of the Executive Director upon recommendation of the Executive Committee in accordance with these policies. If a terminating employee is eligible for any incentive compensation, bonus, and/or awards, they must be actively employed on the date the compensation, bonus and/or awards are paid.

#### Reduction

If an employee must be terminated due to a reduction in workforce, he or she will be notified 30 calendar days prior to the event, if possible.

#### Grievance Procedure

An employee is encouraged to make use of the following grievance procedure after s/he has made a good faith effort to approach the supervisor in an attempt to correct issues. Step 1: The employee shall present the initial grievance in writing to the immediate supervisor within ( ) working days after the event or action that is the basis for the grievance. Promptly, and usually within three working days of receipt of the grievance, the immediate supervisor will arrange a meeting with the employee. Soon afterwards, the supervisor will provide the employee with a written response to the grievance. If the employee does not agree with the response, the employee may forward the grievance to the Executive Director within ( ) working days of receipt of the supervisor's written response. Step 2: Promptly, and usually within ( ) working days of receipt of a grievance, the Executive Director will meet with the employee and the supervisor. Following this meeting the Executive Director will promptly provide a written response to the employee. If the employee does not agree with the response, the employee may forward the grievance to the Executive Committee (Board Officers) within ( ) working days of receipt of the Executive Director's written response. The Executive Committee will meet promptly to hear the employee's grievance. Under most circumstances, the meeting shall be within ( ) working days of receipt of the request for an appeal. The Executive Committee will promptly furnish its findings to the Executive Director and the employee. The decision of the Executive Committee shall be final and binding.

If the employee feels intimidated or threatened by pursuing any of the steps in this grievance procedure, s/he is urged to bring this concern directly and immediately to the Executive Director.

#### Travel and Other Expenses

Employees will be reimbursed for approved business travel and other expenses that is pre-approved by the employee's immediate supervisor. Travel expenses and other expenses include the following: a) Mileage for employees using personal automobiles for travel will be reimbursed at the current IRS approved mileage rate. All requests for reimbursement will be documented on the approved reimbursement form available in the office. b) Mass transit, taxi or car service to carry out business. Staff should consider overall costs before selecting a mode

of transportation. Mass transit is by far the least expensive. If feasible for the nature of your journey please take mass transport. Reimbursement will be calculated on a per trip basis. c) Temporary dependent care costs (as defined by 26 U.S.C. 152) above and beyond regular dependent care that directly result from travel to conferences, are a direct result of the employee's travel for work, and are only temporary during the travel period. Travel expenses for dependents will not be reimbursed. d) Personal meals incurred by an employee when eating on an out-of-town business trip. Employees must travel more than 50 miles round trip from their home office to qualify for reimbursement. e) Business meals taken with clients, prospects or associates during which a specific business discussion takes place. f) Tips included on meal receipt will be reimbursed. Tips should be no more than 20% of the bill. We strongly recommend that all travel arrangements that require airfare and lodging be booked through our Red Roof Inn discount. If you are attending a conference that offers a reduced hotel rate at the conference hotel, you should book your room directly to access the reduced rate. Conference and workshop related travel must be approved by an employee's supervisor in advance of the trip. When traveling by air, reimburses for economy class only. When traveling by rail, coach travel, not the Acela, should be used. Make every effort to purchase the lowest possible fare. All airline travel should be booked at least 14 days in advance of the trip. If an employee is booking their travel less than 14 days in advance, such employee must provide written explanation on the expense report explaining why the trip was not booked 14 or more days in advance of the departure date. Reimbursement requests may be submitted as often as once a month. Expenditures from the previous fiscal year can be reimbursed only on requests received prior to the year-end closing of the books.

## **PERFORMANCE AND DISCIPLINE**

### **Pay Raises and Bonuses**

Pay raises and bonuses (if applicable) will be determined annually by the Board of Directors and the Officers of [org. name]. In the event that there are monies available for compensation increases, these increases will be paid as salary and/or bonus according to exempt or non-exempt status and determined by attainment of performance standards. Bonus compensation may only be paid to exempt staff only. Bonuses are based on goal achievement in the previous year and are paid to both reward over achievement and as an incentive to continue future performance. Like pay raises bonus pay will be paid as salary.

### **Performance Appraisals**

The Performance Appraisal process for Exempt and Non-Exempt employees is the foundation for all compensation activity and provides a unique opportunity to unite the employee's accountabilities and achievements to the objectives and strategic plans of the organization. Supervision and Evaluation The President of the Board of Directors is the direct supervisor of FDS's Executive Director, and in conjunction with the Executive Committee of the Board of Directors, will conduct an annual performance evaluation of the Executive Director. The Executive Director is the direct supervisor of each individual employee. In the event that there

are Program Directors, the Program Directors are the direct supervisors of the support staff in their program.

### Corrective Action and Employment Termination

Most employees want to do a good job. Supervisors shall help employees succeed on the job by: a) Providing a thorough orientation for new employees b) Clearly establishing expectations for behavior and performance c) Providing training, coaching, and mentoring d) Providing feedback through appropriate supervision. However, in every workplace there will be situations where an employee fails to meet expectations or where an employee commits acts of misconduct. There may be times when, despite all of the supervisor's best efforts, the employee continues to demonstrate unsatisfactory performance or problem behavior. Forms of Corrective Action When corrective action is necessary, the amount and type of action taken depends on the particular circumstances. FDS maintains the discretion to determine what corrective action is appropriate in each situation, regardless of what correction the employee may have received previously. For example, in some circumstances, it may be appropriate to give an additional written warning before taking any stronger action, while in other circumstances it may be appropriate to take strong action including termination, without any previous warnings or suspensions.

Though other forms of corrective action are also possible, these are the types most often taken.

a) Counseling: If a supervisor becomes concerned about an employee's performance at work, s/he may meet with the employee to discuss concerns and develop ways to address the concerns. b) Oral Warning: The supervisor meets with the employee to review the prior discussions and state her/his continuing concern with the employee's performance. The supervisor should clearly identify the purpose of this meeting as an oral warning, which is part of the corrective action. A summary of the oral warning meeting may be given to the employee with a copy retained by the supervisor and a copy kept in the employee's personnel file. c) Written Warning: If the employee's performance does not improve after an oral warning, or if circumstances otherwise warrant it may be necessary to give a written warning to an employee which may include the following: i. Current level of performance and areas requiring improvement ii. Specific level of performance expected in each of the identified deficiencies iii. Time frame for improvement iv. Steps the supervisor will take to support improvement v. Specified time for follow-up meeting vi. Consequences if performance does not improve, the employee should read and sign the written warning. In signing, the employee acknowledges that s/he has read and understood the document. The signature does not imply agreement. d) Termination: FDS may dismiss an employee when this action is in the organization's best interest. Employees should remember that employment with the is by mutual consent. Both employee and the agency are free to terminate the employment relationship at any time and for any reason.

### Occasions for Corrective Action

Listed below are some of the kinds of behavior or performance that may lead to corrective action. It is, of course, not possible to list all of the kinds of problems that may occur in the work place; other kinds of behavior or performance may also lead to corrective action. a) Unsatisfactory job performance b) Excessive absenteeism or tardiness, or failure to contact supervisor about absence. c) Violation of SOP procedures or rules d) Theft or willful damage of the property of the agency or other employees e) Refusal to perform work as directed or willful neglect of duties f) Violent or abusive behavior or language g) Acceptance of any gifts, favors, other remuneration from any individual or firm having or proposing to have any relationship.

## **ACCOUNTING, AUDIT AND FINANCIAL MANAGEMENT POLICIES**

- All spending tracked with receipts.
- Expenses over \$100 approved by ED; over \$1000 approved by the Executive Board.
- Donations acknowledged with a receipt or thank-you note.
- Taxes are currently handled by Michael Moore, CPA in Erie PA.

Accounting Policies It shall be the policy of FDS to create and maintain accounting, billing, and cash control policies, procedures and records which are consistent with Generally Accepted Accounting Principles (GAAP) and meet the requirements of 2 CFR 200.302. FDS 's fiscal year starts on 1 and ends on. uses the accrual basis of accounting for all transactions consistent with GAAP. FDS accounting, audit, and financial management policies are designed to do the following: a) Protect and secure the assets of Flagship DS b) Ensure the maintenance of accurate, current and complete records of the financial results of each award. c) Identify the source and application of all federal award funds. d) Ensure compliance with governmental and private funder reporting requirements. e) Bank accounts are established as required by donors and funding requirements. f) The Executive Committee must authorize all bank accounts and approves all check signers. The approval of signers shall be reflected in the Board of Director's meeting minutes. g) Bank transfers are scheduled and investigated to ascertain that both sides of the transaction are recorded. h) Compare expenditures with budget amounts for each Federal award to ensure that costs do not exceed the budgeted amounts.

Cash Management Consistent with 2 CFR 200.305, payment methods will minimize the time elapsing between the transfer of funds from the United States Treasury or a pass-through entity and the disbursement by FDS whether the payment is made by electronic funds transfer, or issuance or redemption of checks, warrants, payment by other means. FDS will also minimize idle cash balances. Payments Checks All checks above \$ written on FDS accounts require two authorized signatures. All persons approved to sign checks will formally be approved by the FDS's Board of Directors. The payee and check signer cannot be the same person. Other authorized persons shall sign reimbursement checks payable to a check signer. Banks should promptly be notified of all changes of authorized check signers.

All checks are to be pre-numbered and accounted for by a check custodian (used, voided, and not used). Voided checks are to be properly defaced and maintained. Bank reconciliations to the general ledger are to be done monthly and provided to the Executive Director or Treasurer at regular Board meeting. Payment of Bills Two authorized persons should approve all bills. The Executive Director, and/or authorized person must approve, in writing, all invoices for payment via e-mail, initials, signature or stamp. Vendor invoices must be recalculated on site to ensure accuracy. This recalculation must occur prior to the preparation of a check to pay the invoice. After the recalculation is complete, the employee who performed the recalculation must initial the vendor invoice, indicating the amount is correct and the invoice can be paid. Checks for payment are signed only when supported by approved invoices (checks will not be processed and signed in advance of proper invoicing approval procedures). Check signers should compare supporting data/documents against checks presented for their signature. The employee responsible for mailing checks will not be responsible for recording cash disbursements. These two functions must be handled by different employees to ensure that the appropriate checks and balances are in place. All costs must be considered reasonable. A cost is reasonable if it does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs.

Cash/Petty Cash Petty cash should be used for such things as small and odd jobs, local travel and sundry items. It is not intended for purchases that can be made with designated suppliers. Activities or needs should be planned ahead so necessary funds will be available in the petty cash account. Receipts or itemized slips are required for every petty cash disbursement. The Executive Director or his/her designee will be responsible for verification of receipts and cash. Whenever petty cash is used, a pre-numbered "Receipt of Petty Cash" slip must be filled out. A completed slip will include date, the amount taken and returned, the cash category and the total spent. When a staff person receives cash, he/she will sign on the "Received By" line of the petty cash log. Items purchased should also be listed on the log, unless the receipt that must always be clipped to the log lists items purchased. The Executive Director or his/her designee will sign on the "Approved By" line of the petty cash log. The Finance Officer will be responsible for the reconciliation and replenishment of the petty cash account. Cash Receipts Someone other than the person making deposits is responsible for opening the daily mail, making a log of cash receipts, restrictively endorsing the payment, making note of any restrictions on the log entry, and account coding the receipt by receivable or revenue account. The Executive Director or an authorized person should prepare all bank deposit slips, listing each item separately. Receipts are deposited daily or kept in a safe. For all deposits the bank's stamped duplicate deposit slip should be attached to the remittance documentation. The deposit log with the duplicate deposit slips should be forwarded to the Financial Officer for verification and data entry. All cash should be deposited in the appropriate bank account based on funding restrictions.

### **Cash Disbursements**

All cash disbursements should be made by check or Venmo (with the exception of petty cash).

## General Ledger Account Coding

All cash receipts and disbursements should be accounted for, coded, and reviewed by the Executive Director, or authorized person. Funding from multiple sources may be kept in a bank account with other funding; however, it must be tracked independently. FDS will establish separate set of account for each grant within its chart of accounts and general ledger. Supporting documentation should be noted as paid and include the check number, date paid, and general ledger account code. Account coding for each payment is reviewed for accuracy. FDS finance and accounting staff will ensure that all costs paid through the utilization of external funding sources are recognized as ordinary, necessary, within the budget, are arms-length transactions, and do not deviate from established practices of the organization. Revenue is earned using the accrual basis of accounting. Cost reimbursement grants or contracts earn revenue when the expenses are incurred (not committed).

## Expense and Cost Allowability

When there are Federal funds involved, FDS will follow 2 CFR 200 Subpart E, the cost principles. In these instances, programs and grants will not be charged for 2 CFR 200 unallowable items such as, but not limited to: entertainment, fundraising expenses, lobbying, selling and marketing, bad debts, fines or penalties or interest on debt. Before FDS seeks reimbursement from a funder, it will ensure that the costs are considered allowable under the federal grant. Costs cannot be considered allowable unless they: a) are necessary, reasonable and allocable to that funder and within the grant period b) are adequately documented, c) have not been allocated to or included as a cost of used to meet cost sharing or matching requirements of any other federal award in either the current or a prior period, except when allowed by federal law or regulation. d) Expenses are charged to grants based upon a shared cost rationale when the direct charge cannot be established. A cost will not be assigned to a federal award as a direct cost if any other cost of the same purpose in like circumstances has been allocated to the federal award as an indirect cost. Expenditures for each grant, loan, or contract are to be recorded according to the budget categories for that particular funding source. For each funding award, FDS will maintain records that allow for a comparison of outlays with approved budget amounts. Loan Loss Reserve (Only Applicable for Organization's that Make Loans) Periodically, members of the Executive Committee, the Executive Director, and members of the finance and accounting department should meet to review the adequacy of the organization's loan loss reserve Necessary adjustments should be determined and made at least quarterly. Collection of Delinquent Accounts. FDS may utilize outside collection agencies if all past efforts to collect outstanding debt are exhausted. Upon approval from the Board of Directors, the Executive Director has discretionary authority to submit delinquent debts (over 90 days) to an outside collection agency. Write-off of Delinquent Debts/Charges Before writing off any delinquent debts records must indicate that all efforts to obtain payment have been exhausted. The Executive Director of FDS has the discretion to approve debt write-offs of a board authorized amount. Any amount above the board-authorized amount should be re-submitted to the board for approval. If collection is made of a debt previously written-off as uncollectible, it will be recognized as revenue in the current period.

## Financial Reporting Procedures

The Treasurer will be responsible for compiling monthly and year-to-date reports by revenue source, expense code, and asset and liability account balances. Financial reports are reconciled to the general ledger and accounting records prior to submission to the funding source. If an expenditure is different from an external funding source's approved budget, prior approval must be obtained from the funding source prior to the submission of the financial report. Monthly financial reports which analyze [org. name]'s financial position and the effectiveness of its management and programs will be presented to the Executive Committee of the Board of Directors and also reported within the board packets. Periodic reports will be provided to all funders as requested or required by contract. [org. name]'s finance and accounting staff will maintain records that identify the source and application of funds for all activities. These records shall contain information pertaining to awards, authorizations, obligations, assets, outlays, income and interest. Records will also include copies of contracts, invoices, proof of payments and allocation tracking when costs are distributed among several funding sources.

**Investment/Banking Policies** The FDS Board of Directors will approve the placement of assets not needed for immediate operations assuring compliance with all contractual requirements and using the principles identified below.

**Principles:**

**Minimize Risk:** The Board will define a minimum risk strategy that will be reviewed annually to ensure appropriate discharge of responsibilities to donors, lenders, and contractual relationships.

**Maximize Investment Return:** Within the parameters defined in "minimum risk", funds will be invested at the highest interest rate/return available at the time of decision. FDS will support local, women-owned and minority-owned banks and institutions, if economically feasible: "local" is defined as having a physical presence within [org. name]'s service area. will maintain advances of federal funds in the best reasonably available interest-bearing account, unless 2 CFR 200.305(b)(8) apply. account would not be expected to earn interest in excess of \$500 per year on Federal cash balances. FDS will keep all funds available not already invested in a federally insured bank.

## Procedures

The organization's Executive Director will prepare and submit an operating budget to the Board of Director's 30-60 days prior to the beginning of the new fiscal year. Differences in budget line items between the organization's operating budget and a funders' approved budgets will be resolved in negotiations between the Executive Director and the funding agency.

**Adjustments in Budget/Spending Plans** Any adjustments or changes in spending policies/budget plans which vary by more than 10% from the original approved budget must be initialed by the Executive Director and submitted for approval to the Board of Directors. These changes will be communicated in writing to funding sources or s required by contractual agreements. If proposed changes are unsatisfactory to the funder, the Executive Director will communicate this response to the Board of Directors, who may authorize:

Changing the budget/plan to one which is satisfactory to the funder; or

Entering into negotiations to develop a compromise satisfactory to the funder and the Board of Directors.

After all parties have approved the changes, the changes will be communicated in writing to all affected management staff.

#### Audit Procedure

An independent audit should be performed by a Certified Public Accountant (CPA) at the conclusion of each fiscal year. The auditor(s) should complete the audit within months of the conclusion of the fiscal year. The auditor(s) should test accounting mechanisms in accordance with generally accepted auditing standards for not-for-profit organizations and as contractually required by funding sources. The audit should conduct an A-133 audit, if the FDS expends over \$500,000 in federal funding. Audits of fiscal years beginning on or after January 1, 2015 will increase threshold to \$750,000. A formal written report of the audit will be presented to [org. name]'s Board of Directors and if necessary, each principal funding source.

#### Whistleblower Policy

The FDS requires Board of Directors members, officers, other employees and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of the FDS must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. Each Board Member, volunteer, and employee of the charity has an obligation to report in accordance with this Whistleblower Policy (a) questionable or improper accounting or auditing matters, and (b) instances where one suspects that employees and representatives of the did not practice honesty and integrity or comply with all applicable laws and regulations. Should a director, officer, employee, contractor, volunteer or agent of the have a concern or complaint regarding the accounting, auditing or reporting of, or the internal controls practices and procedures relating to the organization's funds, the following guidelines shall be followed: Contact the Executive Director of the by telephone, mail or in person to submit the complaint. If the complaint involves the Executive Director contact the Board. Submissions may be made anonymously. Upon receipt of the complaint, the Executive Director (or the Board Chair) shall conduct an initial screening of the complaint to assess its nature, legitimacy and significance. If in the course of the Sample Policies and Procedures Manual v. 3.1 Page 41 of 74 initial screening or at any time thereafter, it is determined that the complaint may implicate the Executive Director, he or she shall notify the Board Chair of that fact, and the Board Chair shall determine whether the Executive Director may continue with the investigation or appoint another person to assume the investigation instead. Upon conclusion of the initial screening, the Executive Director (or the Board Chair or the Executive Director's appointee) shall decide whether to report the complaint in full to the Board of Directors, proceed with further investigation or close the file. Any complaint involving (i) the existence of material inaccuracies in the 's financial

reports or (ii) fraud or other intentional misconduct with respect to its accounting, auditing, reporting or internal controls, shall be reported promptly to the Board of Directors following the initial screening thereof. All other matters shall be reported at a minimum in summary form to the Board of Directors. All submissions, inquiries and discussions will be documented by the Executive Director (or the Board Chair) and will be kept confidential, specifically in a confidential file. Access to the confidential file shall be restricted to the Board Chair, the Executive Director or the Executive Director's appointee, and their designated agents. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect them from potential civil liability. All such confidential files shall be maintained for at least seven years following the final disposition of the matter. All other concerns and complaints not relating to the accounting, auditing or reporting of, or the internal controls practices and procedures relating to the 's funds shall be handled pursuant to the current policies and procedures applicable to such matters. The shall take all appropriate steps to prevent retaliation by the , its directors, officers, employees, volunteers or agents, against any person submitting a complaint on account of that submission. This Whistleblower Policy is intended to encourage and enable directors, officers, and employees to raise concerns within the organization for investigation and appropriate action. With this goal in mind, no one who, in good faith, reports a concern shall be subject to retaliation or, in the case of an employee, adverse employment consequences. Any employee or volunteer who is found to have engaged in retaliation contrary to this policy will be subject to discipline, up to and including termination of employment (or removal in the case of volunteers.)

#### **DRUG-FREE WORK PLACE POLICY**

FDS is a drug-free work place and following is the organization's drug-free work place policy: FDS does and will continue to provide a drug-free work place by: a) Publicly posting a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the during normal working hours and on [org. name]'s properties. b) Provide each employee engaged in the performance of a grant be given a copy of the statement specified in paragraph A, above. c) When an employee of FDS works on a government-funded project or activity that has funding with a drug-free work place certification, FDS will notify effected employees that they are required to abide by the terms of the statement; and, notify the employer in writing of his/her conviction for a violation of a criminal drug statute occurring in the work place no later than five calendar days after such conviction. d) Within 30 days of being informed by an employee that he/she had been arrested on drug charges and convicted, FDS will: e) Take appropriate personnel action against such employee, up to and including termination, consistent with the Rehabilitation Act of 1973, as amended; or f) Require the employee to participate and satisfactorily complete a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency. g) FDS will strive to make a good faith effort to continue to maintain a drug-free work place through implementation of paragraphs A through F, above.

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Approved By: *Kim Lux*

Date: 6/1/2026

Executive Director: *Lisa Yan*

Date: 4/1/2026

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