



Oregon School Facilities Management Association

Policies & Procedures Handbook

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Preface

The purpose of the Oregon School Facilities Management Association (OSFMA) Board of Directors, hereafter referred to as Board, is to conduct the business of the Association as prescribed in the Bylaws. Our goals in developing and adopting policy are to provide quality service and programs that provide equal professional growth opportunities to all membership and to develop and maintain a leadership role with schools and the public regarding information and future directions of school facility operations. In developing and implementing these policies, we seek the cooperative effort of our membership and the educational community.

Official Acronym

"OSFMA" is the official acronym for the Oregon School Facilities Management Association.

Purpose

The purpose of OSFMA shall be:

- A. To promote and develop the highest degree of professionalism in the maintenance, operations, planning, development and construction of school facilities.
- B. To encourage and develop methods, materials, and procedures designed to increase the efficiency and effectiveness of school facility operations.
- C. To assist members in dealing with common problems by enabling the exchange of ideas, statistical and technical data, educational material, and other information.
- D. To provide professional growth and training opportunities for Oregon school facility professionals.
- E. To encourage and promote passage of legislation deemed beneficial to statewide school facility operations and/or the members of the Association.
- F. To disseminate information to Association members, school officials, local, state, and federal agencies, and State legislators as appropriate.

In order to facilitate these purposes, the Board will work to provide continuing education and networking opportunities for all members. We believe continued professional development opportunities will facilitate a higher skill level, a better understanding of what is necessary to provide a high quality education to students, and promote the highest standards of professional ethics.

We also believe the community of school facilities staff can be a significant resource to the various stakeholders in Oregon who are focused on high quality educational programs for all students. To that end, the Board will work to build partnerships with these stakeholder groups, provide opportunities for training, professional networking, and sharing of information.

Mission Statement

OSFMA's mission is:

To promote and develop the highest degree of professionalism in the planning, safety, and operation of school facilities designed to insure student success through safe, healthy, effective learning environments.

Policy Adoption And Revision

The Board is responsible for the development, adoption, and revision of association policy. In order to propose a new policy or revise an existing policy, the following procedures must be followed:

- A. Recommendations for a new policy or the revision of an existing policy must be submitted, in writing, to the Past President at least 30 days prior to the next regularly scheduled Board meeting.
- B. The proposal should be written in clear, concise and understandable terms. A proposed revision must include the current policy and clearly specify the words/lines/sections for revision.

- C. The Past President shall forward a copy of the proposed policy or policy revision to staff within one week of receipt of the proposal. The staff and Past President will develop and forward the proposal(s) and recommendation(s) to the full Board no less than one week prior to the next scheduled Board meeting.
- D. The Board will review and discuss the proposed policy or policy revision at their next scheduled Board meeting.
- E. The proposed policy or revision may be amended and/or acted upon as submitted. A majority vote of voting members of the Board is required for adoption.

SECTION 100 – Board Governance

#100 – BOARD OF DIRECTORS

The Board is the governing body of the Association. The Board consists of 10 voting members including the President, President-Elect, Vice President, Secretary/Treasurer, Past President, and the Director from each of the five geographic zones. In addition, one Partner Member serves as a non-voting member of the Board.

The Board shall have the authority to:

- A. Carry on the necessary business of the Association between special and annual meetings. The Board may adopt such policies and procedures deemed necessary for the conduct of its business and may, in the execution of powers granted, delegate certain of its authority and responsibility, to the Executive Committee.
 - a. Policy Making - *Planning* is basic to all activities while *policy* determines what shall be done and establishes procedures for accomplishing the tasks. The Board is the policy making body and delegates the operation of the Association to the designated staff.
- B. Contract for the services of or employ staff to carry on the daily operations of the Association.
 - a. Staff - It is the responsibility of staff to place into operation the Board's plans and policies, keep it informed, and to provide creative leadership for the Board and the profession.
- C. Oversee the management of Association finances and property.
- D. Meet at least four times each year, including one general meeting to be held in conjunction with the annual conference, and at other times when called by the President, or upon request of not less than two members of the Board. Meeting requests by someone other than the President shall be made in writing to the President via email or letter.
- E. Determine the place, date, and hour of regular meetings of the Association and serve or cause to be served proper notice to the membership.
- F. Adopt an annual budget for the Association and require an annual review of the financials and report to the Board.
- G. Determine the site of the head office of the Association.
- H. Establish those committees it deems necessary to carry out the Association's business and affairs.
- I. Bestow Honorary Membership on members who meet the qualifications outlined in Section #280.

#101 – EXECUTIVE COMMITTEE

The Executive Committee shall consist of the officers of the Board of Directors, including the President as Chair, President-Elect, Vice President, Secretary/Treasurer, and Past President. The Executive Committee may act, pursuant to delegation of authority by the Board, between board meetings. Actions of the Executive Committee shall be reported to the Board as soon as practical following any action but not later than the next board meeting.

#102 – OFFICERS and DIRECTORS

The officers of the Association shall be President, President-Elect, Vice President, Secretary/Treasurer, and Past President.

The election of officers and terms are defined in the Bylaws which are included as Appendix D of this document.

Duties of the officers include but are not limited to:

- A. The President shall preside over all meetings. The President shall also be an ex-officio member of all committees and shall perform such other duties as usually pertain to the office of the president.
- B. The President-Elect shall assume the duties and responsibilities of the President in the President's absence. Additionally, the President-Elect will serve as chair of the conference committee.
- C. The Secretary/Treasurer shall supervise the financial affairs of the Association.
- D. The Past President shall serve as chair of the nominating committee and as liaison to the membership committee.

Duties of the Directors include but are not limited to:

A. Facilitate at least two zone meetings annually in addition to the zone meeting held during the annual conference. Zone meetings could include the monthly statewide zone meetups or individual zone meetings throughout the year. Preferably at least one zone meeting would be scheduled in person. Meeting responsibilities include:

- a. Make arrangements for the meeting (develop agenda, find location, arrange for food, etc.).
- b. Preside over the meeting.
- c. Conduct an election, when necessary, at the zone meeting held during the annual conference.
- d. Conduct any zone business, as needed.
- e. Discuss problems/issues with zone members regarding statewide or local areas of concerns.
- f. Survey members for issues the Board should address, as needed.

B. Serve on the Scholarship Committee

C. Encourage members to participate in OSFMA activities and committees.

The Business Partner representative appointed by the Board is an ex-officio member of the executive committee.

The general duties of the officers and directors of the Association are specified in the Bylaws. Appendix B includes position descriptions for each position.

#103 – BOARD MEMBER ORIENTATION

The President shall construct a basic orientation plan to provide each new member with the materials and knowledge necessary to understand the Board's functions, policies, and procedures.

#104 – BOARD MEETINGS

Board members shall have agenda material distributed to them by the OSFMA President or staff in advance of meetings where practical. At a minimum, the agenda will be distributed to the Board not less than two days prior to the board meeting date unless it is an emergency meeting or electronic meeting where only one topic is discussed.

Board members must be notified of special meetings or any change in date of meetings or meeting place at least 48 hours prior to the meeting unless an emergency is declared.

Designated staff shall attend all board meetings unless excused by the President.

The date and location of board meetings will be set by the President and advertised in accordance with the Bylaws and policies of the Association.

Board meetings will be conducted in the following manner:

1. The Board shall meet upon the call of the President, or upon the call of any two board members. Notice of any meeting shall be given to each board member by personal notice, mail, or email at least two days in advance of the meeting date. The notice shall include the date, time, and location of the meeting.
2. A majority of the number of board members shall constitute a quorum for the transaction of business at any meeting of the Board.
3. The act of the majority of the board members present at a meeting at which a quorum is present shall be the act of the Board.
4. The Board or Executive Committee may approve a consent action by email with the following provisions:
 - a. The President must clearly state the action to be taken in the form of a resolution.
 - b. Each board member must reply with a simple vote in favor or against the resolution.
 - c. In order for a resolution to be approved by email, 100% of the board members must participate in the vote; and,
 - d. In order for a resolution to be approved by email, the vote must be unanimous in favor of the resolution.

Board Agenda

Members wishing to call a specific item to the attention of the Board, address a problem, or make a complaint to the Board must do so in writing to the President at least ten days prior to the scheduled meeting. At the discretion of the President or in the event of an emergency, the ten days may be waived.

Action of the Board

All actions of the Board are to be by the Board as a whole, except those functions specifically delegated to the Executive Committee or assigned to the officers per the Bylaws or by adopted policy.

#105 – BOARD ORGANIZATION

Organization

Annually, during the Board Retreat, the President will confirm specific assignments to each board member, including committee assignments and related duties as required per job descriptions.

The President will serve as chair of the Board and may convene subcommittees of the Board for specific tasks and to act for the Board in that capacity. In all other instances the Board will act as a whole on all issues related to the operations of the Association.

The designated staff, in cooperation with the Secretary/Treasurer, shall perform all duties related to the financial transactions of the Association and the taking and distribution of minutes as defined in the Bylaws.

Attendance

Absence of any Board member from three consecutive regular meetings of the Board, unless excused on account of sickness or otherwise authorized by the Board, shall be sufficient cause for the members of the Board to declare that such Board member position is vacated.

Board Vacancy

Pursuant to Article V, Section B, C, D, and E of the Bylaws, vacancies will be filled by the succeeding board member for the remainder of the term. In the event of a vacancy on the Board that can not be filled by a current board member, the vacancy shall be filled using the following processes:

A. For Officers

- A. Applications will be sought from all interested/qualified OSFMA members. The application shall consist of a letter of interest directed to the President stating the reasons they wish to serve the Association. In addition, applications shall include the individual's resume.
- B. Applications will be accepted for a period of two weeks. The Executive Committee will review all applications received and select the top two candidates for interview by the Board.
- C. Interviews will be conducted by the Board and a final selection made from those candidates interviewed. The successful applicant will fill the position until the next election at the annual meeting.

B. For Zone Directors

- A. Nominations will be sought from all interested/qualified OSFMA members within the zone for no less than three days.
- B. All qualified nominees will be placed on a ballot which will be sent to current zone members for voting. The voting period will be open for no less than seven days.
- C. The successful candidate will serve the remainder of the vacated term of office. A regular zone director election will occur during the next zone meeting held at the annual conference.

#106 – METHODS of OPERATION

Administrative Responsibility

The President shall serve as the official representative for OSFMA and may act and/or issue statements for the Association within the framework of general operations as prescribed by the Bylaws or in the event of an emergency.

Policies and/or the Board of Directors

No individual member of the Board, by virtue of their office, will make decisions, act for, or issue statements on behalf of OSFMA without authorization from a majority of the Board or at the President's direction.

#107 – ENDORSEMENTS and SPONSORSHIPS

OSFMA welcomes sponsorships of various programs, events, and activities as well as segments of these programs and events. Sponsorships may be provided in the form of a cash donation or in-kind service. OSFMA may accept sponsorships from any firm affiliated with the Association as a Partner Member who has products or services of potential benefit to membership. Sponsorships may also be solicited by the officers, board members, staff, committee chairs, or other members directly involved in specific OSFMA activities where such sponsorships would be helpful.

In exchange for such sponsorship, public acknowledgement will be made in one or more of the following ways: on appropriate signs, in printed programs, or in announcements by those conducting the meetings. Public appreciation for these sponsorships will be just that -- an expression of thanks for that support.

OSFMA's policy is not to endorse any product, service, or vendor.

Acceptance of any sponsorship is at the discretion of the Board and may be refused for any reason deemed appropriate by the Board.

#108 – CONFLICT of INTEREST

The *Conflict of Interest Policy* of OSFMA (1) defines conflicts of interest; (2) identifies classes of individuals within OSFMA covered by this policy; (3) facilitates disclosure of information that may help identify conflicts of interest; and (4) specifies procedures to be followed in managing conflicts of interest.

Persons covered by this policy must avoid both actual and apparent conflicts of interest that would interfere with their ability to discharge their fiduciary responsibilities to OSFMA. OSFMA expects its elected leaders, volunteer leaders and staff to follow ethical standards, to be in compliance with all laws, and to avoid any conflict of interest, or appearance of such, including having their titles or affiliation used to publicize personal or company activities, programs, or events (especially those conducted for private profit).

Definition of Conflicts of Interest

A conflict of interest arises when a person in a position of authority within OSFMA may benefit financially from a decision they could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons.

The term "conflict of interest" includes, but is not limited to, circumstances where a volunteer leader, or a member of their immediate family:

- A. Has any financial or other proprietary interest in any entity supplying (or seeking to supply) goods or services to OSFMA.
- B. Receives any substantial benefit from a third party as a result of that party's past, present, or future business relationship with OSFMA.
- C. Receives any substantial financial benefit from a pending decision of OSFMA; or
- D. Serves as an officer, director, or committee member of any competing organization, i.e., any nonprofit or business enterprise whose purposes, products, and/or services compete with those of OSFMA.

Individuals Covered

Persons covered by this policy are the officers, directors, chief employed executive, staff members, committee members, or other ad hoc or task force members that may be appointed by the Board or designated staff.

Facilitation of Disclosure

Persons covered by this policy will annually disclose or update the President, on a form provided by OSFMA, their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or

investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members. The *Acknowledgement and Disclosure Form* can be found in *Appendix A*.

Procedures to Manage Conflicts

For each interest disclosed to the President, the President will determine whether to: (a) take no action; (b) assure full disclosure to the Board and other individuals covered by this policy; (c) ask the person to recuse from participation in related discussions or decisions within the Association; or (d) ask the person to resign or become subject to possible removal in accordance with the Association's removal procedures. The President or designated staff will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the Board in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

#109 – REPRESENTATION of ASSOCIATION

The President and/or designated staff will serve as the official spokesperson for the Association on a day-to-day basis, representing it before the Legislature and its committees, before various state agencies and commissions, and other public and private bodies. The President is the official spokesperson for formal occasions unless that authority has been delegated to the designated staff or another board member. Members of the Board may be assigned by the President to represent the Association. Local citizen groups and other local organizations desiring consultation with the Association must direct their requests through the President or designated staff.

SECTION 200 - Structure and Organization

#200 – COMMITTEES and CHAIRS

The Board recognizes that certain Association matters require constant attention. These matters are taken care of by the following standing committees:

1. Conference
2. Membership
3. Legislative
4. Communications
5. Professional Growth and Development

The President will recommend, and the Board approve, the appointment of all committee chairs and co-chairs. The Board will periodically review and approve committee charters.

Ad-Hoc Committees

Situations arise periodically that warrant utilization of a committee structure. The President may establish a committee and appoint members as deemed necessary and appropriate by the Board.

1. Scholarship Committee

Appointments

For committees that do not have an automatic chair assignment and require a new chair, the following procedures will be followed:

- A. The President and Past President will solicit nominations from the Board.
- B. Staff will solicit nominations/applications from interested members.
- C. The President will contact any nominee to discuss the appointment and duties. In the event there are multiple interested members, the President will use the discussion as an interview or may ask for a letter of interest from each nominee.
- D. The President will review the nominees and contact the best qualified candidate for acceptance.
- E. If no nominations are made from the committee or general membership, the Past President will solicit recommendations from the Board. If no qualified candidate is available, the Board will discuss disbanding the committee until a need arises for such a committee. The potential action to suspend a standing committee will be publicized to the membership prior to disbanding the committee.

Committee Chair Qualifications

A chair shall have:

- A. Demonstrated leadership or leadership qualities on the committee or in other related areas.
- B. Active membership in OSFMA.

Committee Chair Duties

- A. Implement the committee charter.
- B. No individual will serve more than six consecutive years as chair on the same committee unless no other qualified person is available.
- C. A committee chair serves at the pleasure of the Board.
- D. A committee chair may request to have a co-chair and recommend a person to the Board to assist in committee activities. The Board must appoint the co-chair at a regularly scheduled meeting.

#220 – TRAVEL EXPENSES for BOARD and STAFF

Travel expenses are reimbursed, if requested, when they are incurred while a board member or staff is in travel status for approved OSFMA business.

When expenses are authorized for reimbursement, the following guidelines will be followed:

- A. Receipts must be presented for all expenditures, excluding mileage.
- B. Meal expenses will be reimbursed based on actual itemized receipts.

- C. Reimbursement of all lodging expenses requires an itemized lodging receipt.
- D. Actual lodging and subsistence will be reimbursed when a board member or staff is required to be on approved OSFMA business.
- E. Mileage will be reimbursed at the current reimbursement rate established by the Internal Revenue Service.
- F. All direct expenditures will be reimbursed only upon receipt of a signed form detailing expenditures and purpose of travel which is supported by receipts where required as outlined above.

Board members and staff are encouraged to economize travel at all times and to share travel when possible.

Miscellaneous expenses of a non-personal nature, including internet access, business telephone calls, and baggage handling costs will be reimbursed if incurred while in travel status and are essential to or result from the travel arrangements and the business of OSFMA. Receipts for each individual miscellaneous item must be submitted with the reimbursement request form. If the total cost of miscellaneous items is under \$20.00, a detailed list of expenses may be submitted with the reimbursement request instead of individual receipts.

When possible, arrangements for, and payment of, lodging, subsistence, and travel will be made directly by staff.

Travel reimbursement request forms should be received by the OSFMA office within 30 days.

All travel, lodging, subsistence and other related expenses will be paid for by the individual or individual's employer, per the individual's agreement with their employer, and then reimbursed to the appropriate party after such expenses are incurred. Necessity of attendance at other events or meeting functions will be at the President's discretion. The President may appoint a designee to attend in their place without Board approval.

No travel advances will be made from OSFMA funds except by the use of the Association's debit card to secure future transportation and arrangements under the guidelines of these policies.

The Secretary/Treasurer will hold an OSFMA debit card for use in paying expenses. All such charges will be supported with receipts supplied in a timely manner to the OSFMA office.

#221 – TRAVEL EXPENSES for COMMITTEES

Travel, lodging, and subsistence expenses are the responsibility of the committee member and/or their employer except, committee chairs may make a written request to the President for travel funds for any of the following:

- A. If the chair/co-chair's employer is unable to assume the cost of travel to meetings and/or workshops and a replacement representative cannot be located to adequately replace/assist the current leadership.
- B. Any committee member whose employer is unable to assume the cost of travel, lodging, or subsistence for an event in which the committee member is required to be in attendance.

Committee chairs must have prior approval for expenditures under A or B above. Reimbursement will not be made without pre-approval.

Committees are encouraged to make any fiscal requests to the President during the annual budget process.

Committee chairs will assign regionally located members to organize, direct, attend, and provide other related services for regional workshops/meetings, where applicable, to reduce travel expenses and to encourage participation of local members.

All direct expenditures made by committee chairs will be reimbursed only upon receipt of a signed form detailing expenditures, purpose of travel, and location which are supported by receipts.

- A. Meal expenses will be reimbursed based on actual itemized receipts.
- B. Reimbursement of all lodging expenses requires an itemized lodging receipt.
- C. Actual lodging and subsistence will be reimbursed when attendance is required on approved OSFMA business.
- D. Mileage will be reimbursed at the current reimbursement rate established by the Internal Revenue Service.

- E. All direct expenditures will be reimbursed only upon receipt of a signed form detailing expenditures, purpose of travel, and supported by receipts where required as outlined above.

Committee chairs and co-chairs are encouraged to economize travel at all times and to share travel when possible.

Travel reimbursement request forms should be received by the OSFMA office within 30 days.

#230 – PUBLICATIONS

This policy applies to all written and intellectual properties disseminated in the course of Association business and presented with explicit or implied support/approval of OSFMA, excluding:

- A. Materials used and distributed by workshop presenters and represented as their own materials and/or views and not containing OSFMA's name in the written, visual, or audio material.
- B. Miscellaneous reference material referred to and/or distributed in the classroom by instructors.

Any materials, except those specifically excluded above, developed by committees and/or members and intended for endorsement by OSFMA and/or distribution at an OSFMA sponsored event or paid for all or in part by OSFMA, are subject to concept review by designated staff, the Board, and/or an appropriate standing committee prior to the initiation of the project.

Types of materials that OSFMA committees and/or members may produce are:

- A. Publications (written, visual, audio), a guide, or reference manual generally prepared by a committee to be sold or distributed.
- B. *OSFMA News* magazine.

Approval Procedure

- A. Committee submits a written request to the designated staff for review and Board approval.
- B. The request should include a brief description of the project including a budget estimate.
- C. Upon completion of the project, staff and/or the Board will review the final draft of the proposed publication before printing and dissemination.
- D. All approved publications shall bear the following wording:
Approved for publication by the Board of the Oregon School Facilities Management Association.

All products generated by a committee become the sole property of OSFMA and no member of the committee may use the project deliverables and intellectual properties or any other works of the group to derive personal gain.

Written and intellectual properties are defined as but not limited to the following:

- A. Audio and/or video files, manuscripts, PowerPoint presentations, and magazine articles.

Letters, Memorandums, Press Releases

No member, committee or instructor may release policy statements or represent the Association's position on issues without the approval of the President or the Board. This is not to preclude ordinary communications between members and committees.

The President and designated staff shall be the sole spokespersons for the Association. Board members, instructor or committee members may not issue communiqués, (written, verbal, audio, visual) without the express direction of the President or the Board.

#240 – INTERNAL CONTROL GUIDELINES

Introduction

An internal control system consists of the plan of organization and methods and procedures adopted by OSFMA to ensure resource use is consistent with law, regulation, and policy. The plan guards against waste, loss, and misuse of resources. It ensures reliable data is obtained, maintained, and fairly disclosed in reports.

The ultimate responsibility for good internal controls rests with the Board. Internal controls are, therefore, an integral part of OSFMA's processes and procedures. Periodic review of internal controls to ensure proper conduct of business should be completed. This review provides assurance that systems are adequate to:

- A. Manage and account for resources;
- B. Meet the goals and objectives;
- C. Ensure compliance with state and federal regulations;
- D. That there is a trail of records from reports to source documents;
- E. Staff properly use systems and comply with policies and procedures; and
- F. To the extent practical, duties are segregated among staff to allow for the maximum security of assets.

Procedure

The following internal control standard defines the minimum level of quality. These standards should apply to all operations and administrative functions, but are not intended to limit the development of discretionary policymaking.

- A. **Reasonable Assurance** - Internal control systems are to provide reasonable assurance that the objectives of the system will be accomplished. Reasonable assurance recognizes that the cost of internal control should not exceed the benefit derived.
- B. **Appropriate Organization Structure & Competent Personnel** - The Board should provide staff with the overall framework for planning, directing, and controlling its operations. Good internal control requires clear lines of authority and responsibility, appropriate reporting relationships, and appropriate separation of authority. Staff should maintain a level of competence that allows them to accomplish their assigned duties.

Control Objectives

Internal control objectives should be identified and developed for each OSFMA activity and are to be logical, applicable, and reasonably complete. Control objectives should be tailored to OSFMA's operations, and all operations should generally be grouped into one or more categories, or "cycles." A cycle represents the identifying, classifying, recording, and reporting information required for processing a particular transaction.

Control Techniques

Internal control techniques are to be effective and efficient in accomplishing their internal control objectives. Techniques include, but are not limited to, specific policies, procedures, plans of organization, separation of duties, and physical arrangements.

Documentation

Internal control systems and all transactions and other significant events are to be clearly documented. Documentation includes written policies and procedures, organization charts, manuals, flowcharts, related written materials used to describe internal control methods, and measures that communicate responsibilities and authority.

Recording of Transactions & Events

Transactions and other significant events are to be promptly recorded and properly classified. This ensures that information maintains its relevance and value to the administration in controlling operations and making decisions.

Separation of Duties

Key duties and responsibilities in authorizing, processing, recording, and reviewing transactions should be separated among individuals. To reduce the risk of error, waste, or wrongful acts, it is desirable that no one individual controls all key aspects of a transaction or event. If staffing constraints are such that separation among individuals is not possible to the extent desirable, additional reviews by board members will be necessary to provide the oversight required.

Supervision

Qualified and continuous supervision of staff and processes is to be provided to ensure that internal control objectives are achieved. Supervisors should continuously review and approve the assigned work of staff and

provide staff with necessary guidance and training to help ensure errors, waste, and wrongful acts are minimized and compliance with OSFMA policies and procedures is achieved.

#241 – MISUSE or THEFT of OSFMA FUNDS

Misuse of OSFMA Funds

When a suspicion exists concerning the possibility of missing or mishandling of OSFMA funds, the staff and/or President must be notified immediately. The staff or President will review the situation and coordinate necessary action.

Theft of OSFMA Funds

In the event it is determined that missing funds are the result of theft, the Board must be notified immediately, and appropriate action taken to rectify the situation.

#242 – RECORDS RETENTION

OSFMA shall maintain all records and files in a systematic and orderly fashion. Commonly accepted office protocol will be the guiding norm, along with the Records Retention Schedule below.

Records Retention Schedule

CATEGORY	TYPE OF RECORD	RETENTION PERIOD
Bylaws	<i>-Bylaws & Constitution</i>	Permanent
Corporate	<i>-Articles of Incorporation</i>	Permanent
	<i>-IRS Exempt Letter</i>	Permanent
Governance	<i>-Board Agendas & Minutes</i>	Permanent
	<i>-Policies & Procedures</i>	Permanent
Financial	<i>-Investment Accounts</i>	7 years
	<i>-Audits, Tax Returns</i>	7 years
	<i>-Bank Statements</i>	7 years
	<i>-Canceled Checks</i>	7 years
	<i>-Financial Reports</i>	7 years
	<i>-Accounts Payable/Receivable</i>	7 years
	<i>-Payroll Records</i>	7 years after termination
Personnel	<i>-Employment Applications</i>	3 years
	<i>-Employee Files / Evaluations</i>	7 years after termination
	<i>-Payroll Records</i>	per Financial rules
Insurance	<i>-Policies</i>	Termination plus 6 years
	<i>-Reports</i>	4 years
	<i>-Claims</i>	Settlement plus 6 years

Membership	- <i>Computer Database</i>	When obsolete or superseded
Committees	- <i>Meeting Minutes, Agendas</i>	6 years
Publications	- <i>Newsletter – Archives</i>	1 copy each issue to be permanent
Correspondence	- <i>Routine</i>	2 years
	- <i>Legal</i>	2 years unless part of a case file; then close of case plus 10 years
Office Property	- <i>Depreciation</i>	7 years after fully depreciated
Miscellaneous	- <i>Photographs</i>	Permanent
	- <i>Inventories</i>	3 years
Clock Hours	- <i>Registration Forms</i>	7 years
Workshops & Curriculum	- <i>Registration Forms</i>	7 years

#250 – WHISTLEBLOWER POLICY

It is the policy of OSFMA to: (1) encourage staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the Association; (2) specify that the Association will protect the person from retaliation; and (3) identify where such information can be reported.

- A. **Encouragement of Reporting:** OSFMA encourages complaints, reports or inquiries about illegal practices or serious violations of the Association’s policies, including illegal or improper conduct by the Association itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the Association has existing complaint mechanisms should be addressed under those mechanisms, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.
- B. **Protection from Retaliation:** OSFMA prohibits retaliation by or on behalf of the Association against staff or volunteers for making good faith complaints, reports, or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. OSFMA reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports or inquiries, or who otherwise abuse this policy.
- C. **Where to Report:** Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the Association’s staff or President; if those persons are implicated in the complaint, report, or inquiry, it should be directed to the President-Elect. The Association will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that OSFMA may be unable to fully evaluate a vague or general complaint, report, or inquiry that is made anonymously.

#260 – JOINT VENTURE

OSFMA requires that the Association evaluate its participation in joint venture arrangements under Federal tax law and take steps to safeguard the Association’s exempt status with respect to such arrangements. It applies to any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity as further defined in this policy.

Joint Ventures or Similar Arrangements with Taxable Entities

For purposes of this policy, a joint venture or similar arrangement (or a “venture or arrangement”) means any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity without regard to: (1) whether the Association controls the venture or arrangement; (2) the legal structure of the venture or arrangement; or (3) whether the venture or arrangement is taxed as a partnership or as an Association or corporation for federal income tax purposes. A venture or arrangement is disregarded if it meets both of the following conditions:

- A. 95% or more of the venture’s or arrangement’s income for its tax year ending within the Association’s tax year is excluded from unrelated business income taxation [including, but not limited to: (i) dividends, interest, and annuities; (ii) royalties; (iii) rent from real property and incidental related personal property except to the extent of debt-financing; and (iv) gains or losses from the sale of property]; and
- B. The primary purpose of the Association’s contribution to, or investment or participation in, the venture or arrangement is the production of income or appreciation of property.

Safeguards to Ensure Exempt Status Protection

The Association will: (a) negotiate in its transactions and arrangements with other members of the venture or arrangement such terms and safeguards adequate to ensure that OSFMA’s exempt status is protected; and (b) take steps to safeguard the Association’s exempt status with respect to the venture or arrangement. Some examples of safeguards include:

- A. Control over the venture or arrangement sufficient to ensure that it furthers the exempt purpose of the Association;
- B. Requirements that the venture or arrangement gives priority to exempt purposes over maximizing profits for the other participants;
- C. That the venture or arrangement not engage in activities that would jeopardize the Association’s exemption; and
- D. That all contracts entered into with the Association be on terms that are arm’s length or more favorable to OSFMA.

#270 – JIM GROSSNICKLAUS LEADERSHIP AWARD

The Board will review possible candidates each year, and it is empowered, though not required, to select a recipient of the "award."

Procedures

- A. The President or designee shall solicit nominations from board members and membership by January 1st of each year.
- B. The criteria to be used by the Board in determining a recipient shall be contained in the announcement to the membership as well as full details on how to nominate an individual, the deadline for such nominations, and the address to which nominations are to be sent.
- C. Nominations for the award must be made in writing and directed to the President for Board consideration.
- D. Written nominations must be signed by the individual(s) submitting the nominations and received by the Board by the established deadline. Any nominations received after the deadline will not be considered for the current year.
- E. Incomplete nomination applications will be returned promptly to the person submitting the nomination with the reason why it cannot be considered as submitted.
- F. Letters of nomination may contain:
 - a. Name and address of the nominee;
 - b. Nominee's current title, place of employment and an employment history giving dates and other pertinent details;
 - c. OSFMA membership and participation;
 - d. Major contributions to school operations and education;
 - e. A biographical sketch of the nominee including education, personal interests, and family;
 - f. Nominee's community, fraternal, and philanthropic activities and services;
 - g. Other pertinent information; and
 - h. References, if available.
- G. The names of nominees will not be made public. The President or designee will confirm the receipt of the nomination with the person making the nomination.

Criteria for Award

- A. Demonstrates outstanding leadership and management skills and earning the support and respect of their fellow staff and school/district;
- B. Had a notable achievement in their local school or district such as responding to a critical situation or meeting a long-term challenge their school/district endured;
- C. Has served OSFMA through committee work, board service, or similar leadership work; and
- D. Contributed to the statewide improvement of facility-related activities, i.e., legislative activities, providing assistance to other schools, and/or professional development efforts.

Award Decision

- A. All nominees will be considered at a board meeting prior to the annual conference; selection of the candidate will be by majority vote of the Board. Only one candidate, if any, will be selected annually for the award unless the Board unanimously agrees to more than one award. It is intended that the award of more than one would only be given under extraordinary circumstances.
- B. If clarification or verification of the information is required, the President or designee will gather the information and, by means of telephone conference with the Board, make a final decision.

Presentation of the Award

The Jim Grossnicklaus Leadership Award, if given, will be presented at the annual conference. The name of the recipient will not be made public until the time of presentation. An appropriate award will be given to the recipient.

Sample Form - Request for Nominations

Jim Grossnicklaus Leadership Award Nominations Sought

The OSFMA Board of Directors is requesting nominations for the Jim Grossnicklaus Leadership Award. All nominations must be received by January 1st. Send written nominations to OSFMA, 707 13th Street SE, Ste 100, Salem, OR 97301 or via email, osfma@osfma.org.

Any OSFMA member may nominate a candidate for the award. Nomination letters must include the name, address and title of the nominator(s). The letter of nomination should include:

A. *[application and letter requirements]*

Candidates must meet the following criteria:

A. *[award criteria]*

Presentation of the Jim Grossnicklaus Leadership Award, if given, will be made at the annual conference.

#280 – HONORARY MEMBERSHIP

The Board has the authority, by majority vote, to honor a longstanding member with an Honorary Membership. This membership is free for the lifetime of the member. To bestow an Honorary Membership, the member must meet all of the following qualifications:

1. Must be (or been in the past) a member in good standing.
2. Must have served the Association in an official capacity, such as board or committee service.
3. Extraordinary acts or service to schools or OSFMA.

The Honorary Membership includes the following benefits:

1. Membership as defined in the Bylaws.
2. Free registration for the annual conference.
3. Ability to serve on committees as approved by the Board.

SECTION 300 - Operations

#300 – ACCOUNTING and REPORTING

Staff will prepare periodic financial statements and deliver them to the Secretary/Treasurer. The Secretary/Treasurer will review the reports, request any information for clarification and submit a report on the financial affairs of the Association to the Board at each regular board meeting. Staff shall maintain the permanent financial records of the Association.

#301 – AUDIT

If the Board desires an audit, staff will contact qualified firms to get quotes for service. The quotes will be presented to the Board for consideration.

#302 – TAX RETURNS

Staff shall file the annual IRS Form 990-EZ as well as any other required tax returns and/or reports. Copies of these forms will be provided to the Board for review in conjunction with the annual financial statements.

#303 – AUTHORIZED SIGNATURES

The Board authorizes the Executive Director, President, and/or Secretary/Treasurer to sign contracts, invoices, and/or credit card authorizations. The Secretary/Treasurer and Executive Assistant are authorized to sign checks. on any other documents other than those designated herein are not authorized to bind and/or obligate OSFMA unless expressly approved by the Board and/or President.

#304 – FISCAL YEAR

The fiscal year for the Association is July 1 through June 30.

#305 – BUDGET

The Executive Director will prepare a budget for review and consideration by the Board. Approval of the budget will occur at a meeting prior to the start of the fiscal year. The power to approve alterations in the budget shall rest with the Board.

All periodic financial statements will include a budget-to-actual comparison.

#306 – DEPOSITORY of FUNDS

The Board will name a bank to serve as depository of Association funds.

#307 – INVESTMENTS

This investment policy applies to all financial assets of OSFMA. These funds are accounted for in the annual financial reports.

Safety of principal is the foremost objective. Second only to meeting this objective, is the goal of maximizing return on approved types of investments that meet the preservation of capital criterion. Finally, the timing and term of any OSFMA investment must be fully compatible with liquidity requirements of discharging all OSFMA financial obligations as they come due. The Board shall maintain an operation reserve equal to six months of the operating expenses.

The Board shall delegate to staff the authority and responsibility to invest funds of the Association that are not required for the immediate necessity of the operations of the Association.

Funds will be invested only in any qualified public depository, or any obligation, securities, certificates, notes, bonds or short-term securities or obligations of the United States or any other such insured investments.

- A. Funds will be invested to maximize earnings while protecting principle. At no time will speculative investments be made. Approved investments shall include:
 - a. United States Treasury securities with a maturity of less than three years;

- b. Securities issued or guaranteed by agencies of the United States government with a maturity of three years or less; 100% Federally Insured Certificates of Deposit at commercial banks or savings and loan institutions with a maturity of three years or less; Certificates of Deposit collateralized by U.S. Government Securities with collateral valued at 110% of the CD and marked to the market at least monthly; and Money market mutual funds whose portfolio consists of U. S. government securities or broadly diversified money market instruments which maintain a net asset of value of \$1.00.
- B. All earnings and income from said investments shall be used for the benefit of the Association.

Each financial report will include a report detailing amount invested, type and place of investment, rate and length of investment, and any other information pertinent to the transaction regarding such investment.

All involved in the investment process should refrain from any actual or apparent conflict of interest between OSFMA investment activities and personal activities.

Periodic financial statements will include investment information. The reports will reflect the type of investment, term, rate/yield, and issuing activity.

#310 – 319: Revenue

#311 – DUES STRUCTURE

To meet the expenses to carry on the programs of the Association, an annual membership fee shall be determined pursuant to the Bylaws. The Board will review any recommendation for any dues increase presented by the President or staff.

Membership dues year will be April 1 - March 30.

#312 – PAYMENT of DUES

Membership dues are to be paid prior to the expiration date of March 30. Names will be removed from the membership list if dues are not paid two months after the expiration date.

#313 – REVENUE from NON-DUES SOURCES

Staff will explore revenue sources other than membership dues and submit proposals to the Board for approval.

#314 – ANNUAL MEETING and SEMINARS

Staff will estimate costs of all meetings and workshops considering the cost of Honoraria, meals, necessary printed materials, housing costs, and those other expenses deemed to be a direct cost of the event. A recommendation will then be presented to the Board for approval prior to establishing the registration fee. Such costs will be estimated in establishing the registration fees for all meetings.

#315 – ADVERTISING INCOME

It is the policy of OSFMA to sell advertising in newsletters and any other medium deemed appropriate by the Board. Advertising is made available to Partner Members for three main reasons:

- A. To keep members informed.
- B. To allow our partner members to tell their story.
- C. To offset production costs.

The goal of this policy is to sell advertising sufficient to pay for expenses related to publication and/or incur a profit. The Board may contract with an editorial production service to solicit advertising and handle production of newsletters.

If the Board desires to sell advertising in publications, on the website, or other media, staff and/or the Board will solicit advertising.

- A. Advertising will be sold in standardized dimensions appropriate for the media and agreed to by the Board. Availability and prices for inserts will be quoted on an individual basis.

- B. A signed contract and payment must be received prior to publication of advertisement.
- C. Staff and/or the Board reserve the right to reject any advertisement that appears to be inappropriate to OSFMA policies, standards, or purpose. All advertising will be reviewed for acceptability and will be carefully screened. Submittals may be published unless:
 - a. it is offensive;
 - b. it represents a product potentially harmful to students;
 - c. it does not coincide with OSFMA's mission to its constituency.

All ads will be marked as PAID ADVERTISEMENT.

- D. Acceptance of any advertisement does not constitute an endorsement of any product or statement by OSFMA or any of its board, committees or staff, and does not entitle any advertiser to any special privileges or favors from OSFMA or its representatives.
- E. No cancellation or changes in insertion orders will be accepted after the deadline of contract submission.
- F. OSFMA will provide one copy of the publication, screenshot, or other media as proof of insertion. Additional copies are available for a fee.
- H. In the event the advertiser defaults on payment of bills, the advertiser shall be totally liable for all fees and sums of collection, including but not limited to reasonable attorney's fees and court costs incurred by editor in the collection of their advertisements.
- I. Advertisers are solely responsible and assume full liability for all contents of their advertisements.
- J. OSFMA shall not be liable for failure to publish or distribute all or any part of the publication because of labor disputes, accident, fires, act of God or any other circumstances beyond OSFMA's control. Further, OSFMA shall not be liable for damages if for any reason the Association fails to publish an advertisement.
- K. No conditions, oral or printed in the contract, order, copy instructions, or elsewhere, which conflict with OSFMA's policies as set forth in this policy will be binding on the Association.

#320 – 329: Expenses

#321 – EXPENSE REIMBURSEMENTS

Expenses incurred by the staff as a result of acting on behalf of the Association will be reimbursed upon a properly executed claim for reimbursement filed with the Association. All expenses will be reimbursed at actual cost provided receipts are provided and the expenses were part of an approved or authorized activity such as the annual conference. Meal expenses will be reimbursed based on actual itemized receipts. Questions on any expense reimbursement will first be directed to staff, then to the President.

The President or staff can approve claims for reimbursement for any board member, other than themselves. The Secretary/Treasurer will approve reimbursement requests submitted by the President.

#322 – ENGAGING of SERVICES for MEETINGS

The Association will not pay any honorarium and generally will not pay any expenses for panelists and workshop presenters at conferences and workshops.

The Association will pay fees and reasonable expenses related to general session or keynote speakers contracted to present at the annual conference and mini-conferences. The President-Elect is authorized to work with the staff to secure the services of a speaker or speakers for the annual conference and mini-conferences.

#323 – PURCHASING/PAYMENT of GOODS and SERVICES

Staff is authorized to purchase goods and services in accordance with the budget. Leasing arrangements shall be approved by the Board.

Staff is authorized to approve bills for payment and prepare checks for signature. The Secretary/Treasurer will review receipts and approvals before checks are issued. The Board may request information regarding disbursements at any time.

APPENDICES

Acknowledgement and Disclosure Form

I have read the Oregon School Facilities Management Association Conflict of Interest Policy set forth in the Policy Manual and agree to comply fully with its terms and conditions at all times during my service as board member, volunteer leader, appointed leader, or staff member. If at any time following the submission of this form, I become aware of any actual or potential conflicts of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the President and staff in writing.

Disclosure of Actual or Potential Conflicts of Interest:

Competing organization(s) to which I belong:

Other companies or businesses I hold leadership positions in, or boards I serve on:

Printed Name	
Signature	
OSFMA Title	
Date	

***** Form is also available in the Board Google Drive and will be made available at the Board Retreat for completion.***

Ten Basic Responsibilities of the OSFMA Board

1. Determine the Association's mission and purpose. It is the Board's responsibility to create and review the statement of mission and purpose that articulates the Association's goals, means, and primary constituents served.
2. Select a chief executive or contract for services. The Board must reach consensus on the responsibilities of staff and undertake a careful search to find the most qualified arrangement for the position.
3. Provide proper financial oversight. The Board must assist in developing the annual budget and ensuring that proper financial controls are in place.
4. Ensure adequate resources. One of the Board's foremost responsibilities is to provide adequate resources for the Association to fulfill its mission.
5. Ensure legal and ethical integrity and maintain accountability. The Board is ultimately responsible for ensuring adherence to legal standards and ethical norms.
6. Ensure effective organizational planning. The Board must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
7. Recruit and orient new board members and assess board performance. The Board will articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate its own performance.
8. Enhance the Association's public standing. The Board should clearly articulate the Association's mission, accomplishments, and goals to the public and garner support from the community.
9. Determine, monitor, and strengthen the Association's programs and services. The Board's responsibility is to determine which programs are consistent with the Association's mission and to monitor their effectiveness.
10. Support staff and assess their performance. The Board should ensure that staff has the moral and professional support they need to further the goals of the Association.

Responsibilities of the President

The President shall manage and operate the Association pursuant to the policies of the Board in a manner such as to fulfill the purposes and aims of the Association and the membership thereof. The President shall be the chair of the Board and the Executive Committee.

Serving on the Board as President, President-Elect, Vice President, and Past President is a four-year commitment beginning with election as Vice President. At the annual conference the Vice President is elected by OSFMA membership, and officer positions advance to the next board position.

The President shall serve a one-year term starting immediately after the annual conference.

Vacancy in the office of President shall be filled by the President-Elect who shall hold that office for the balance of the unexpired term. The President-Elect, who just completed the remainder of the unexpired term as President, will serve as President for the following year (year in which they would have served in the position).

Responsibilities

- Chairs the Board.
- Sets the agenda for board meetings.
- Hosts the annual conference.
- Evaluates staff services provided by contract.
- Approves minor expenditures and signs contracts.
- Annually appoints the chair for committees who do not have an automatic chair assignment in these Policies.
- Responds to inquiries from board members and members.
- Approves newsletters.
- Pursue and promote new projects that expand the Association and its mission.
- May attend WAMOA conference or select a designee from the Board.

Responsibilities of the President-Elect

The President-Elect shall perform the duties and responsibilities assigned by the President. The President-Elect is the President-Elect of the Association and shall be Chair of the Conference Committee.

Serving on the Board as President, President-Elect, Vice President, and Past President is a four-year commitment beginning with election as Vice President. At the annual conference the Vice President is elected by OSFMA membership, and officer positions advance to the next board position.

The President-Elect shall serve a one-year term of office starting immediately after the annual conference.

Vacancies in the offices of President-Elect shall be filled by the Vice President who shall hold that office for the balance of the unexpired term. The Vice President, who just completed the remainder of the unexpired term as President-Elect, will serve as President-Elect for the following year (year in which they would have served in the position).

Responsibilities

- Chairs the conference committee.
- Sets the agenda for conference committee meetings.
- Attends board meetings.
- Approves newsletters.
- Responds to inquiries from board members and members.
- Pursue and promote new projects that expand the Association and its mission.
- May attend WAMOA conference or select a designee from the Board.
- Performs other duties as assigned by the President and/or Board.

Responsibilities of the Vice President

The Vice-President shall perform the duties and responsibilities assigned by the President.

Serving on the Board as President, President-Elect, Vice President, and Past President is a four-year commitment beginning with election as Vice President. At the annual conference the Vice President is elected by OSFMA membership, and officer positions advance to the next board position.

The Vice President shall serve a one-year term of office starting immediately after the annual conference.

Vacancies in the office of Vice President, where the remainder of the term is more than nine months, shall trigger an election to be held electronically to fill the position. A vacancy, that has less than three months until the expiration of the term, shall remain vacant and an election should be held to fill the position at the next annual conference. In this instance, a candidate for both the President-Elect and Vice President would need to be nominated.

Responsibilities

- Attends board meetings.
- Responds to inquiries from board members and members.
- Pursue and promote new projects that expand the Association and its mission.
- Serves on committees as appointed.
- Serves on the conference committee.
- Performs other duties as assigned by the President and/or Board.

Responsibilities of the Secretary/Treasurer

The Secretary/Treasurer supervises the financial affairs of the Association and performs such other functions as the President may direct. Assists the President and President-Elect as requested.

The Secretary/Treasurer serves a two-year term. The position is elected by OSFMA members at the annual conference and upon election takes office immediately after the annual conference.

A vacancy in the office of Secretary/Treasurer, where the remainder of the term is more than nine months, shall trigger an appointment of a qualified candidate to fill the remainder of the term. A vacancy, that has less than three months until the expiration of the term, shall remain vacant and an election should be held to fill the position at the next annual conference. In this instance, the President will fulfill the duties of the Secretary/Treasurer for the remainder of the term.

Responsibilities

- Attends board meetings.
- Pursue and promote new projects that expand the Association and its mission.
- Monitors the financial affairs of the Association through review of periodic financial statements generated by staff.
- Works with staff to develop an annual budget to be presented to the Board for approval. Secretary/Treasurer may recommend, to the Board, changes to the budget at any time during the year.
- Provide an annual review of the Associations financial records and subsequent report of any findings to the Board.
- Ensures a complete and permanent record of business meeting proceedings are taken and kept according to adopted policies and best practices.
- Performs other duties as assigned by the President and/or Board.

Responsibilities of the Past President

The Past President shall serve a one year term of office starting immediately after the annual conference.

Serving on the Board as President, President-Elect, Vice President, and Past President is a four year commitment beginning with election as Vice President. At the annual conference the Vice President is elected by OSFMA membership, and officer positions advance to the next board position.

The position of Past President will not be filled for the remainder of the term should the position become vacant.

Responsibilities

- Is the liaison to the membership committee
- Chairs the nominations committee.
- Attends board meetings.
- Responds to inquiries from board members and members.
- Pursue and promote new projects that expand the Association and its mission.
- Performs other duties as assigned by the President and/or Board.

Responsibilities of the Partner Member

Serves as liaison between the Board and Partner Members and participates on those committees as assigned by the President. Assists the President as requested.

The Partner Member shall serve a two-year term. The position is appointed by the Board through an application process. A Partner Member may serve two consecutive terms. This position serves in an ex-officio capacity on the Board and Executive Committee.

If a vacancy occurs the Board will request application letters from interested business membership to fill the remainder of the vacancy.

Responsibilities

- Attends board meetings.
- Pursue and promote new projects that expand the Association and its mission.
- Serves as the liaison between the partner member group and Board. In this capacity, the Partner Member is responsible to bring to the Board items which may be of concern and/or interest to the partner membership.
- The Partner Member is responsible for reporting back to the partner membership the goals and objectives of the Board.
- Presents those recommendations they believe to be in the best interest of the Association as they relate to the general and partner membership.
- Serves as a member of the conference committee.
- Serves as a member of the membership committee.
- Works actively with the Board and partner membership to develop a long-term mutually beneficial partnership.
- Performs other duties as assigned by the President and/or Board.

Responsibilities of the Zone Directors

The Zone Director is elected by the members of the Zone to represent that specific region on the Board for a two-year term. Zone Directors may serve two consecutive terms.

Vacancies in a Zone Director position, where the remainder of the term is more than three months, shall trigger an election to be held electronically to fill the position. A vacancy, that has less than three months until the expiration of the term, shall remain vacant and an election shall be held to fill the position at the next annual conference. If the position is vacant at the time of the annual conference, an officer will preside over the meeting and election.

Board Responsibilities

- Attends board meetings.
- Pursue and promote new projects that expand the Association and its mission.
- Serves as the liaison between the general membership within their specific zone and the Board.
- Advise the Board of those issues and/or concerns impacting their zone.
- Advise the conference committee of training needs.
- Work in concert with staff as needed to accomplish the tasks assigned to the Zone Director.
- Serves on committees as appointed.
- Performs other duties as assigned by the President and/or Board.
- Serves on the Scholarship Committee. As the chair position rotates through the order of zones, it may be necessary for a zone director to serve as the chair.

Zone Responsibilities

- A. Facilitate at least two zone meetings annually in addition to the zone meeting held during the annual conference. Zone meetings could include the monthly statewide zone meetups or individual zone meetings throughout the year. Preferably at least one zone meeting would be scheduled in person. Meeting responsibilities include:
 - a. Make arrangements for the meeting (develop agenda, find location, arrange for food, etc.).
 - b. Preside over the meeting.
 - c. Conduct an election, when necessary, at the zone meeting held during the annual conference.
 - d. Conduct any zone business, as needed.
 - e. Discuss problems/issues with zone members regarding statewide or local areas of concerns.
 - f. Survey members for issues the Board should address, as needed.
- B. Serve on the Scholarship Committee
- C. Encourage members to participate in OSFMA activities and committees.

The Zone Director, at the end of their term, is responsible for meeting with and helping with the transition of the incoming Zone Director to include sharing advice and providing support.

Executive Director/Executive Assistant Job Description

Reports to: Board of Directors

To assume overall responsibility for carrying out OSFMA's mission, for the successful performance of all phases of the Association's operations, the fulfillment of all contractual obligations, and the successful execution of all Board policies.

Board Relations

1. Accurate and timely information will be provided to and from the Board on all Association issues.
2. Coordinate and provide accurate and timely information to all committees.
3. Assist all committee chairs and board members in the execution of their duties as defined in the Association's Bylaws.
4. Provide orientation and necessary training for all new board members and committee chairs.
5. Coordinate and attend all Board and conference committee meetings to include scheduling, agendas, and coordinating all Board activities and events.
6. Under the direction of the Board, acts as agent of the Board as defined and allowed by the Association's Bylaws and Policies.
7. Maintain open and honest communication with the Board and the Association's membership.
8. Negotiate and execute contracts/leases/agreements for the Association as directed by the Board.

Financial Management

1. Maintain positive relationships with membership and the collection of dues and fees due from them.
2. Assist the Secretary/Treasurer in preparing the annual budget.
3. Develop and recommend strategies to improve and expand the Association's financial strength.
4. Collect and deposit, in accounts designated by the Board, all accounts receivable.
5. Provide record of deposits to the Secretary/Treasurer to include the actual deposit slips and copies of all monies and checks deposited.
6. Process all invoices/expense vouchers and requests for payment to include check preparation for payment and envelope preparation for mailing.
7. Submit, to the Secretary/Treasurer, all accounts payable for approval.
8. Maintain copies of all finance records in accordance with records retention guidelines.

Public Relations/Community Relations

1. Interpret and inform, as directed by the Board, the Association's function and purpose to all school districts, organizations, and people who would benefit from the Association. Assist in maintaining/promoting the Association's mission.
2. Establish and maintain strong, positive, and appropriate relations with those groups and organizations.
3. Maintain a presence in those communities where it directly benefits the Association and/or members.
4. Maintain a positive and proactive relationship with the media for the Association.
5. Actively seek and develop opportunities that communicate and perpetuate the Association's mission and function.

Administration

1. Coordinate and attend the Association's annual conference, carrying out duties as assigned by the Board.
2. In conjunction with the President, prepares all Board meeting agendas and minutes.
3. Distribute required Board packets a minimum of two days prior to meeting. The packets will normally include the upcoming agendas, past meeting minutes and other items as designated by the President and/or Board.
4. Coordinate the mailing of the Association's newsletter quarterly or as directed by the Board.
5. Coordinate and solicit articles and advertising to meet newsletter publication and mailing deadlines.
6. Attend all Board meetings and take minutes.
7. Negotiate and execute contracts/leases/agreements for the Association as agent of the Board when authorized by the Board and allowed by the Bylaws.
8. Promptly respond to inquiries pertaining to the Association.
9. Provide committee reports as needed and directed by the Board.

10. Establish and maintain an accurate and up to date database of membership.
11. Maintain, handle, store and purge archived Association records.
12. Other duties as assigned by the Board.

Organization Development

1. Actively identify, seek and pursue growth opportunities.
2. Research and develop ideas and options to identify, promote and accomplish new projects that expand the Association and its mission.
3. Actively recruit and develop new partnerships for the Association.
4. Actively expand the Association's web presence, electronic communications, and other medias as directed by the Board.
5. Assist in the execution of the Board's strategic plan.

Qualifications/Requirements

1. Knowledge of:
 - a. Business English, spelling, punctuation, and arithmetic.
 - b. Current office methods, procedures, communications, and equipment.
 - c. Computer based word processing, spreadsheet, and database programs.
 - d. Knowledge or willingness and ability to learn website management, editing and blogging, and security/management.
2. Ability to:
 - a. Make independent decisions.
 - b. Communicate strongly and effectively, both written and orally.
 - c. Computer keyboarding with speed and accuracy.
 - d. Keep financial records and other data.
 - e. Understand and carry out oral and written directions.
 - f. Maintain effective relationships with boards, members, vendors, school districts, and the general public.
 - g. Manage, maintain, and guide entrepreneurial functions of service/public organizations.
 - h. Facilitate public relations as related to organizational operations and functions.
 - i. Successfully operate within high-paced, rapidly changing environments while successfully executing simultaneous competing priorities.
 - j. Establish and maintain an organization office with fax, phone, computer, and etc. capacities.

Typical Board Meeting Schedule

Additional meetings will be held as needed, either in-person or via conference call.

August

Board Retreat (held over two days, usually in the Bend area)

- Develop Board goals.
- Assign Committee Chairs

October

Board Meeting (in-person, usually in the Salem area)

- Approve Board goals.
- Conference Committee Retreat

January

Board Meeting (in-person, usually in the Salem area)

- Award nominations
- Board position nominations

March

Board Meeting (in-person, usually in the Salem area)

- Review script and assignments for the annual conference board duties.
- Approve scholarship awards and expenditure.

April

Board Meeting (in-person, usually immediately following the annual conference)

- Debrief annual conference.
- Welcome newly elected zone and board members.
- Review Proposed Budget

May

Board Meeting (in-person, usually in the Salem area)

- Administer contract evaluation for staffing.
- Approve the final budget for the following fiscal year.

Bylaws

A copy of the Bylaws may be found in Board files and on the public OSFMA website or attached separately to this document if requested.