


EMPACT Northwest
Administrative
Standard Operating Policy
2015

	<p>EMPACT Northwest Administrative Division Polices and Guidelines</p>	
<p>Title: Board Oversight</p>	<p>Section/Topic: Administration</p>	
<p>Effective Date: January 1st, 2015</p>	<p>Classification: Policy</p>	

1:1 EMPACT board of directors provides adequate oversight of the EMPACT NW operations and its staff. Indication of adequate oversight includes, but is not limited to, regularly scheduled appraisals of the CEO's performance, evidence of disbursement controls such as board approval of the budget, fund raising practices, establishment of a conflict of interest policy, and establishment of accounting procedures sufficient to safeguard EMPACT NW finances.

1:2 Board Size

The EMPACT BOD has five members who are elected every two years.

1:3 Board Meetings

A minimum of three evenly spaced meetings per year of the full governing body with a majority in attendance, with face-to-face participation including virtual/two way video meetings for board members whose cost of travel exceeds \$75 per member per meeting. A teleconference call of the full board can substitute for one of the three meetings of the governing body. For all meetings, alternative modes of participation are acceptable for those with physical disabilities.

Agenda Topics:

The BOD Meetings will address specific agendas and last 60-90 minutes.

a) Example Agenda Checklist

- Administrative Progress Report (APR)
- Operational Progress Report (OPR)
- Discussion and Action

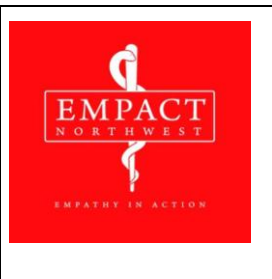
1:4 Board Compensation

Not more than one or 10% (whichever is greater) directly or indirectly compensated person(s) serving as voting member(s) of the board. Compensated members shall not serve as the board's chair or treasurer.

1:5 Conflict of Interest

No transaction(s) in which any board or staff members have material conflicting interests with EMPACT NW resulting from any relationship or business affiliation. Factors that will be considered when concluding whether or not a related party transaction constitutes a conflict of

interest and if such a conflict is material, include, but are not limited to: any arm's length procedures established by the charity; the size of the transaction relative to like expenses of the charity; whether the interested party participated in the board vote on the transaction; if competitive bids were sought and whether the transaction is one-time, recurring or ongoing.

	<p>EMPACT Northwest Administrative Division Policies and Guidelines</p>	
<p>Title: Organizational Effectiveness</p>	<p>Section/Topic: Administration</p>	
<p>Effective Date: January 1st 2015</p>	<p>Classification: Policy</p>	

1:1 EMPACT Northwest should regularly assess its effectiveness in achieving its mission. This section seeks to ensure that EMPACT NW has defined, measurable goals and objectives in place and a defined process in place to evaluate the success and impact of its program(s) in fulfilling the goals and objectives of the organization and that also identifies ways to address any deficiencies. To meet these standards, EMPACT NW shall:

1:2 Performance and Effectiveness


No less than *every two years*, the organization's performance and effectiveness shall be evaluated to determine the future actions required to achieve our mission. The BOD shall review the organizational performance and effectiveness by reviewing the following topics compiled over the two year administrative operational period:

a) Administrative Status Report (ASR)

- Administrative
- Financial
- Grants
- Marketing

b) Operational Status Report (OSR)

- Recruiting & Training
- Stateside Positions/Support Operations
- USAR Team
- Medical Team

	<p>EMPACT Northwest Administrative Division Policies and Guidelines</p>	
<p>Title: Finances</p>	<p>Section/Topic: Administration</p>	
<p>Effective Date: January 1st 2015</p>	<p>Classification: Policy</p>	

1:1 EMPACT Board members shall ensure that EMPACT NW spends its funds honestly, prudently and in accordance with statements made in fund raising appeals. To meet these standards, EMPACT NW shall implement expense standards that meet or exceed industry standards.

1:2 Program Expenses

EMPACT shall maintain a minimum 65% of its total organizational expenses on program activities.

1:3 Fund Raising Expenses

EMPACT NW Shall not spend more than 35% of related contributions on fund raising. Related contributions include donations, legacies, and other gifts received as a result of fund raising efforts.

1:4 Accumulating Funds

EMPACT will avoid accumulating funds that could be used for current program activities. To meet this standard, EMPACT NW’s **unrestricted net assets** available for use should not be more than three times the size of the past year's expenses or three times the size of the current year's budget, whichever is higher.

1:5 Audit Report

EMPACT NW shall make available to all, on request, complete annual financial statements prepared in accordance with generally accepted accounting principles. When total annual gross income exceeds \$500,000, these statements should be audited in accordance with generally accepted auditing standards. When total annual gross income is less than \$500,000, a review by a certified public accountant is sufficient to meet this standard. Since EMPACT NW’s current annual gross income is less than \$250,000, an internally produced, complete financial statement is sufficient to meet this standard.

1:6 Detailed Expense Break Down

EMPACT NW shall provide financial statements and a breakdown of expenses (e.g., salaries, travel, postage, etc.) that shows what portion of these expenses was allocated to program, fund

raising, and administrative activities. Since EMPACT NW has more than one major program category, the schedule should provide a breakdown for each category.

- a) Administrative Expenditures
 - Fixed Costs
 - Fundraising
 - Advertising & Marketing
 - Capital Expenses
- b) Operational Expenditures
 - Training & Recruiting
 - USAR Team
 - Medical Team
 - Support Teams
 - Fixed Costs
 - Maintenance Expenses
 - Equipment Expenses
- c) Independent Program/Deployments
 - Expense Report

1:7 Accurate Expense Reporting

Administrative Division:

The Financial Officer/Treasurer shall accurately report the EMPACT NW expenses, including any joint cost allocations, in its financial statements. For example, audited or unaudited statements which inaccurately claim zero fund raising expenses or otherwise understate the amount that EMPACT NW spends on fund raising, and/or overstate the amount it spends on programs will not meet this policy.

Program Directors:

Administrative and Operational Directors shall include Detailed Expense Breakdown with each annual report.

Project/Deployment Leaders:

Project/Team Leaders shall present to the Administrative Division a complete expense report listing all expenditures and receipts within fifteen days upon return from deployment.


The report shall be in Excel format and receipts must be scanned or affixed onto 8.5x11 office paper. Qualifying reimbursements shall be mailed to the member by the end of the said month.

- a) Donation Distribution Model
 - Independent Program/Volunteer Deployment
 - i. Qualified Operational Expenses are as determined by the Internal Revenue Service (IRS) rules.

- ii. All funds donated through EMPACT NW 501 (c) 3 is the responsibility of EMPACT NW. Excess funds will not be surrendered to cover volunteer expenses outside of the parameters outlined by the IRS.
- iii. Volunteers will receive reimbursements for qualified operational expenses LESS 10% FEE for administrative, insurance and marketing expenses.
- iv. If the volunteer receives earmarked donations that exceed 100% or reimbursement request, the 10% FEE shall be waived, pending the excess is enough to cover the administrative expenses.
- v. Earmarked donations exceeding 110% of reimbursement expenses shall NOT be distributed to the volunteer. Instead, placed into the general administrative account.
- Administrative Expenses
 - i. General Funds (Collects 10% of all incoming revenues)
 - ii. General Funds are utilized to support annual administrative expenses (Approved Annual Budget).
- Operational Expenses
 - i. Grants 100% as directed by Grant provider
 - ii. Fundraisers: Collected Minus 10%
 - iii. Education Activities: Collected minus expenses and 10%.

1:8 Budget Planning

EMPACT NW shall have a board-approved annual budget for its current fiscal year, outlining projected expenses for major program activities, fund raising, and administration.

	<p>EMPACT Northwest Administrative Division Polices and Guidelines</p>	
<p>Title: Fundraising & Info Materials</p>	<p>Section/Topic: Administration</p>	
<p>Effective Date: January 1st, 2015</p>	<p>Classification: Policy</p>	

1:1 EMPACT NW fund raising appeals may often be the only contact a donor has with EMPACT NW and may be the sole impetus for giving. This section of the standards seeks to ensure that EMPACT NW’s representations to the public are accurate, complete and respectful. To meet these standards, EMPACT NW shall have:

1:2 Accurate Materials

Have solicitations and informational materials, distributed by any means that are accurate, truthful and not misleading, both in whole and in part. Appeals that omit a clear description of program(s) for which contributions are sought will not meet this standard. EMPACT NW should also be able to substantiate that the timing and nature of its expenditures are in accordance with what is stated, expressed, or implied in EMPACT NW’s solicitations.

1:3 Annual Report

EMPACT NW, by the end of April each year, shall have an annual report available to all, on request, that includes:

- a) Organization's mission statement
- b) A summary of the past year's program service accomplishments
- c) A roster of the officers and members of the board of directors
- d) Financial information that includes:
 - Total income in the past fiscal year,
 - Expenses in the same program, fund raising and administrative categories as in the financial statements
 - Ending net assets.

1:4 Website Disclosures

EMPACT NW shall include on the website that solicit contributions, the same information that is recommended for annual reports, as well as the mailing address of the charity and electronic access to its most recent IRS Form 990.

1:5 Donor Privacy

Address privacy concerns of donors by:

- a) Providing in written appeals, at least annually, a means (e.g., such as a check off box) for both new and continuing donors to inform EMPACT NW if they do not want their name and address shared outside the organization
- b) Providing a clear, prominent and easily accessible privacy policy on EMPACT NW website that tells visitors
 - What information, if any, is being collected about them by the charity and how this information will be used
 - How to contact EMPACT NW to review personal information collected and request corrections
 - How to inform EMPACT NW (e.g., a check off box) that the visitor does not wish his/her personal information to be shared outside of EMPACT NW
 - What security measures EMPACT NW has in place to protect personal information

1:6 Cause Marketing Disclosures


EMPACT NW shall clearly disclose how EMPACT NW benefits from the sale of products or services (i.e., cause-related marketing) that state or imply that EMPACT NW will benefit from a consumer sale or transaction. Such promotions should disclose, at the point of solicitation:

- a) The actual or anticipated portion of the purchase price that will benefit the charity (e.g., 5 cents will be contributed to EMPACT NW for every xyz company product sold)
- b) The duration of the campaign (e.g., the month of October)
- c) Any maximum or guaranteed minimum contribution amount (e.g., up to a maximum of \$200,000)

1:7 Complaints & Public Communication

Respond promptly to and act on complaints brought to its attention about fund raising practices, privacy policy violations and/or other issues. EMPACT NW shall maintain a 1-800 phone number and respond to messages within 48 hours. EMPACT NW will process and respond to concerns received in the EMPACT general email account within 48 hours.

1:8 Communications for the general public shall be managed by the Marketing or Operations Divisions.

	<h2 style="margin: 0;">EMPACT Northwest</h2> <h3 style="margin: 0;">Administrative Division</h3> <p style="margin: 0;">Policies and Guidelines</p>	
Title: Corporate Officer Performance	Section/Topic: Administration	
Effective Date: February 1st 2015	Classification: Policy	

1:1 EMPACT Northwest Corporate Officers are charged with the responsibility of maintaining the organization’s integrity and providing the means necessary to implement and maintain effective administrative/field operations. These responsibilities begin at the level of the Board of Directors and carry through the entire organization. Ongoing evaluation and continuous improvement is necessary for effective planning and directly affects the organizations ability to police its integrity, maintain a sustainable model and to capitalize on opportunity.

1:2 President

The primary function of the President is to facilitate the planning and execution of tasks relative to organizational progress within the executive leadership.

The President shall direct the BOD meetings held each trimester. Additionally, the President shall:

- a) Compile a meeting agenda and ensure appropriate/relative informational materials are dispersed to the BOD one week prior.
- b) Meetings must be objective, concise and not exceed 90 minutes. Meetings with unclear objectives can be rescheduled at the direction of the President or appointee.
- c) Ensure **Administrative Progress Reports (APR)** are made available to each BOD member by the responsible division officer, one week prior to the meeting. (View Board Oversight Policy)
- d) Ensure **Administrative Status Reports (ASR)** is made available one month prior to the Performance and Effectiveness meeting held every second year. (View Organizational Effectiveness Policy)

1:3 Vice President

The Vice President of the Board shall support the President’s defined roles and objectives. The Vice President shall perform as interim President when the President is unavailable.

1:4 Executive

EMPACT NW BOD shall provide regular, objective evaluation of the Executive's performance. The BOD shall support the Executive's administrative and organizational progress as determined by 1:2 of the **Organizational Effectiveness Policy**.

Objective evaluations will be weighed upon the **Administrative Status Report (ASR)** as determined every other year. In addition to the **ASR**, evaluations will be conducted in the form of **Administrative Progress Reports (APR)** which are provided at each BOD meeting.

The **Administrative Progress Report** shall include the following:

- 1) Annual Administrative Objectives Outline
 - a. Growth & Stability
 - b. Finances & Grants
 - c. Marketing & Advertising
 - d. Accountability & Privacy
- 2) Trimester Objectives & Results
- 3) Improvement/Modification Plan

1:5 Treasurer

The Treasurer shall maintain all financial operations to meet or exceed objectives as outlined in the **Finances Policy**.

- a) The Treasurer shall provide a **Biannual Financial Report**; the most recent report is to be provided at each BOD meeting.
- b) The Treasurer shall ensure all division financial reporting meets the standards and categories outlined by the **Finances Policy**.
- c) An annual **Audit Report** including a **Detailed Expense Breakdown** shall be made available by the end of April each year.
- d) The Treasurer is responsible for the filing of annual tax reporting.
- e) Maintaining accounts payable are the responsibility of the appropriate Division Director i.e. Operations or Administration Divisions.
- f) Discrepancies noted by the Treasurer shall be pursued with the Administrative or Operational Directors in a timely manner. Unresolved financial discrepancies shall be pursued with the BOD and resolved within 90 days.

1:6 Secretary


The Secretary is responsible for the proper documentation, accumulation, access and the dissemination of vital records regarding the organization and its contacts. Along with the maintenance of records the Secretary shall assist in the scheduling of executive meetings, the Secretary shall serve as the organizational reference resource. This task shall be accomplished by the compilation of a **Master Annual Report** Including:

- a) Organizational Status Reports
- b) Organizational Progress reports
- c) Quarterly & Annual Financial Reports
- d) BOD meeting minutes

Although it is preferable to have completed copies of meeting within 24 hours, the BOD meeting minutes shall be completed within five business days; Progress Reports shall be compiled with BOD notes and Financial Reports within ten business days of the previous BOD meeting.

In addition to compilation of reports, the Secretary shall maintain a contacts database with the following categories:

- a) Donor database
- b) Volunteer database
- c) General supporter database
- d) Media Database

	<p>EMPACT Northwest Administrative Division Polices and Guidelines</p>	
<p>Title: General Accountability Report</p>	<p>Section/Topic: Admin/Ops/General</p>	
<p>Effective Date: 2/15/2015</p>	<p>Classification: Policy</p>	

1:1 To provide uniform communications and progress documenting platforms; all Division Leaders shall adhere to strict accountability reporting as determined by Organizational Oversight and Effectiveness Policies. In addition, program managers and individual task performers shall also document progress and conclusions by way of uniform reporting.

1:2 The General Accountability Report (GAR) serves in the following ways:

- a) Provides communication platform for introducing or requesting new topics, projects and ideas.
- b) Provides platform for progress reporting & documentation in support of individual/task level volunteers.
- c) Provides platform for project conclusion and financial reporting.
- d) Provides documented avenue for Division Leaders to request work from volunteers, especially when the work involves complex instruction, resources, follow up and deadlines.

1:3 The General Accountability Report (GAR) will cover the following topics:

- a) Overall Project Summary
- b) Financial Summary & Request
- c) Staff & Resource Summary & Request
- d) Marketing Summary & Request
- e) Operational Summary & Request
- f) Administrative Summary & Request
- g) Previous Accomplishments
- h) Goals
- i) Divisional Authorization

1:4 The General Accountability Report will most likely be issued by a Division Leader with each task or project assignment. However, any volunteer wishing to initiate a project or communication may also access and file the GAR with a Division Leader.

1:5 Official EMPACT sponsored projects and tasks must be approved by the appropriate Division Leader(s) i.e. Administration or Operations. The GAR is intended to capture complex or important action items within the organization. Any discussion or correspondence of topics without a GAR will be considered unofficial, and will not be subject to reporting, documentation, action, completion or follow up.

1:6 Division Leaders can file The General Accountability Report each trimester as necessary and as part of the Administrative or Operational Progress Reports (APR, OPR), however, will be summarized, and not included in the Organizational Annual Report.

1:7 The GAR is to facilitate communication on subjects related to administrative needs within the Admin and Ops divisions. EIMS will replace the GAR for Operational Periods/Deployments as directed by the Operations Division.