



835 W. Addison • Chicago, IL 60613 • Phone: (773) 327-1389 • Fax: (773) 327-1933
www.northsidehousing.org

Board of Directors Application Packet For North Side Housing and Supportive Services

Thank you for your interest in joining the Board of Directors for North Side Housing and Supportive Services (NSHSS). *The mission of NSHSS is to end homelessness by providing individuals with housing and comprehensive supportive services.* We welcome all who share the passion and dedication needed to achieve this important mission and look forward to hearing about your experiences and ideas.

NSHSS is a non-profit agency, which seeks to help men and women who are homeless or formally homeless transform their lives and attain housing, employment, and stability. Because homelessness is a complex issue, NSHSS provides an array of services to our clients who are homeless to help them address a wide range of difficult issues and end their cycle of homelessness. These services include permanent supportive housing, health care, mental health care, intensive case management, an overnight shelter, and a street cleaning employment program.

Respect and empathy are as important in rebuilding lives as food, shelter and supportive service. Dedicated staff and volunteers empower the men and women with the skills and motivation. NSHSS does all in its power to educate the community on homeless issues, and advocate for change to improve situations for people suffering the indignity of homelessness. The goal is to eradicate the conditions of homelessness from society.

Included in this packet you will find a general board and services overview, the board policies, an application and a nomination form. If you have any questions about the application process or our agency in general, please feel free to contact one of the following:

Roger Engelmann – Board of Directors, President
rogerengelmann@hotmail.com
773-209-4062

Meghan Morales – Board of Directors, Board Recruitment Committee
mmorales@northsidehousing.org
312-953-5929



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Application to North Side Housing and Supportive Services Board of Directors

Name _____

Home Address _____

Phone _____ E-mail _____

Work (if applicable) Company & Address _____

Work Phone _____ Work Email _____

Please summarize your experience with and/or interest in North Side Housing and Supportive Services or the issue of homelessness in Chicago.

What skills and knowledge are you willing to bring to our board? Please indicate your level of experience in the areas listed below:

Very Some Little or
 Experienced Experience No Experience

Strategic planning
Fundraising
Board development (recruitment, training, evaluation)
Program planning and evaluation
Recruiting, hiring and evaluating personnel
Financial management (budgeting, accounting)
Communication, public and media relations
Committee participation
Public speaking
Organizational development
Information technology
Writing, journalism
Special events (planning and implementing)

Fundraising is an important part of this board position from both a business and personal level. Are you willing, or do you have contacts that are willing, to contribute? _____

For the items you checked as “very experienced” or “some experience”, please provide details.

If not described above, please outline your experience as a volunteer board or committee member?

Who may we contact for information about your performance in these positions?

If you have a resume, please attach it with your board application. Please mail, fax, or e-mail your completed application to:

Roger Englemann
North Side Housing and Supportive Services (NSHSS) Board President
835 W. Addison
Chicago, IL 60613
Phone: (773) 327-1389
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North Side Housing and Supportive Services Board Overview and Services Overview

Board Overview:

The purpose of the Board of Directors of North Side Housing and Supportive Services (NSHSS) is to help ensure that NSHSS is a stable, well-run agency that remains faithful to its mission. The board achieves this purpose through three primary functions: governance, assistance in fundraising, and volunteering to help in other ways.

Each board member shall be responsible for participation in the governance and fundraising responsibilities of the board. Specifically, each board member is expected to:

1. Attend regular monthly board meetings of the Board of Directors, which last for approximately two hours, and be accessible for personal communications between board meetings.
2. Attend other special meetings of the Board of Directors, including but not limited to the annual retreat.
3. Provide leadership to board committees and other board initiatives.
4. Prepare in advance for decision-making and policy formation at board meetings, and take responsibility for self-education on the major issues before the board.
5. Responsibly review and act upon issues before the board.
6. Help raise financial resources for North Side Housing and Supportive Services, preferably raising several thousand dollars (or much more) per year in a manner appropriate for board members. Typically, each board member raises money through (1) personal donations, (2) hosting tables and securing business sponsorships for the agency's Annual Dinner, (3) helping and promoting the agency's special events, and (4) securing funds in other ways.

In general, utilize personal and professional skills, relationships, and knowledge for the advancement of North Side Housing and Supportive Services.

Services Overview:

The Emergency Overnight Shelter

The shelter is located in the lower level of the Lakeview Lutheran Church, 835 W. Addison in Chicago, and is open every day of the year. Residents stay on a temporary basis, and while here they sleep in a warm, clean environment, and eat nourishing meals. They are also able to clean their bodies and refresh their spirits. Some of the residents are employed and have a family. Others are without income completely and are alone. But no matter what the situation, men who North Side serves share this: a dedicated board, staff and volunteers who care.

The Case Management Program

Each person who arrives at NSHSS comes with a unique set of problems so services are flexible enough to meet specific needs. These services include substance use recovery services and mental health counseling and referrals to treatment; education, vocation and housing assistance; help with gaining access to government resources; placement into permanent housing; and follow up. Each resident helps design his own plan of action and receives help on an intense one-on-one basis.

The Permanent Supportive Housing Program

Provides subsidized housing to men and women who are homeless who have been diagnosed with a mental illness, a physical illness and/or substance use problem and have a history of longtime homelessness. The program is comprised of 44 studio and/or single room occupancy units. Supportive case management services are provided to program clients which include referrals and

linkages to a wide range of other services offered by collaborating agencies. The program is designed to assist program clients with maintaining stable housing (12 months or more).

Health Care Management Program

In addition to other program services, the agency provides on-site access to a nurse practitioner who addresses the health needs of program clients by providing them with physicals and is able to treat minor health problems, monitors chronic health problems (i.e. diabetes), prescribes and dispenses some medication and provide health care education and prevention care. The agency also provides a Licensed Clinical Social Worker (LCSW) who delivers individual and group therapy sessions for consumers and supports them emotionally.

Pathways Street Program

Pathways is a social enterprise initiative in partnership with Central Lakeview Merchant's Association. The program offers our consumers work in street cleaning activities and other neighborhood beautification projects. Program participants increase their income while achieving greater self-determination.

North Side Housing and Supportive Services Board of Directors Policy Manual

1 Ends and Goals

1.1 *Mission*

The mission of NSHSS is to end homelessness by providing individuals with housing and comprehensive supportive services.

1.2 *Client Demographics*

North Side Housing and Supportive Services serves men and women 18 years of age and older.

1.3 *Client Outcomes*

It is the goal of North Side Housing and Supportive Services that our clients, in accordance with their own goals, attain the following:

- Housing stability
- Increased income
- Increased self-determination
- Increased skills and knowledge
- Permanent employment
- Permanent housing
- Physical and mental health
- Reduction in substance abuse
- Self-sufficiency

1.4 *Specific Long-Term Program Goals*

Subject to actions being prudent and financially feasible, North Side Housing and Supportive Services seeks to achieve the following long-term program goals.

1. The agency shall increase its number of permanent housing units for its clients to the following totals:
at least 55 units by June 30, 2010
at least 65 units by June 30, 2011
at least 75 units by June 30, 2012
at least 85 units by June 30, 2013
at least 100 units by June 30, 2014
2. The agency shall purchase property for supportive housing prior to June 30, 2014.
3. The agency shall greatly expand its in-house social services and/or referral systems to outside services, in order to achieve the client outcomes that are specified in section 1.3.

4. North Side Housing and Supportive Services shall seek to permanently house overnight shelter clients as quickly as possible. The agency will maintain its existing overnight shelter, preferably with additional staff and other resources, as long as government funding is received and it is prudent to continue the program. If government funding is discontinued, the overnight shelter program shall be re-evaluated at that time.

1.5 Specific Long-Term Financial Goals

1. Where short-term cash reserves are defined as:

Unrestricted bank account balances + accounts receivable - accounts payable - loan/credit balances

the agency shall achieve short-term cash reserves according to the following schedule:

- at least 3% of annual budgeted expenses by June 30, 2010
- at least 6% of annual budgeted expenses by June 30, 2011
- at least 9% of annual budgeted expenses by June 30, 2012
- at least 12% of annual budgeted expenses by June 30, 2013
- at least 15% of annual budgeted expenses by June 30, 2014
- at least 18% of annual budgeted expenses by June 30, 2015
- at least 20% of annual budgeted expenses by June 30, 2016

2 Administrative Constraints

The Executive Director may not cause or allow any practice, organizational circumstance, activity, or decision that is either imprudent or in violation of commonly accepted business or professional ethics.

In the following sections, "approval" refers to a resolution approving the measure either from the full Board of Directors or from its Steering Committee (unless otherwise specified).

2.1 Financial and Asset Management

1. Assets shall be adequately maintained, and protected from risks and damage.
2. Actual financial conditions and performance shall not jeopardize the agency or compromise the board's Ends / Goals priorities.
3. The Executive Director may not exceed the total budgeted agency expenses for a fiscal year by more than 2% without approval.
4. The Executive Director may not exceed a budgeted expense line item on the overall budget by more than 10% or \$5,000 (whichever is less) without approval.

5. The Executive Director may not allow restricted funds to be used in a way that is inconsistent with the funder's requirements.
6. Financial information provided to the board and its Finance Committee will have no significant gaps in timeliness, accuracy, or completeness.
7. The Executive Director may not lease new space, nor renew a lease where terms have materially changed, without approval.
8. The Executive Director may not purchase real estate without approval.
9. The Executive Director may neither open a new bank account, nor secure additional credit lines or loans, without approval.
10. The Executive Director may not unnecessarily expose the organization, staff, or board members to claims of liability.
11. The Executive Director shall cause all tax payments and other government-ordered payments and filings to be accurately filed in a timely manner.
12. The Executive Director shall ensure that Pathways Street Program, Inc. is operated in a prudent, ethical, and financially responsible way.

2.2 Personnel

1. The Executive Director may not terminate an employee without first consulting an employment attorney, unless such consultation is not practical because the need for termination constitutes an emergency.
2. The Executive Director may not modify the Personnel Policy Manual without approval.
3. Staff compensation and benefits shall not deviate materially from market.
4. Paid staff and volunteers shall not be subjected to unfair, undignified, or unsafe treatment or conditions.

2.3 Programs

1. The Executive Director may not significantly reduce any program without approval.
2. The Executive Director may not implement a program that is inconsistent with the agency's Goals / Ends.
3. The Executive Director may not allow programs to be designed in such a way that discontinuation of the overnight shelter program would cause the demise of these other programs.

4. The Executive Director may not implement a substantially new program, unless that program is part of a currently approved Program Plan. This restriction shall not apply to expansions or modifications of existing programs.

2.4 Fundraising / Budgeting

1. The Executive Director shall, in his or her fundraising role, endeavor to raise as many program-related costs as possible from program-specific governmental and foundation funding sources, so that general operating money is freed up for use for agency purposes that cannot be covered by program-specific funding.
2. Budgeting in any fiscal year (or remaining part) shall not deviate materially from board Ends / Goals policies or risk financial jeopardy.
3. The agency's budget, in combination with other fundraising goals, shall achieve the financial goals outlined in Section 1.5.
4. The agency's budget shall contain the following features:
 - (a) an overall line item budget;
 - (b) individual program budgets, with program income and program expenses distributed among programs (and an estimate of the portion of expenses for each that will need to be paid out of general operating revenue);
 - (c) budget for administrative expenses and income not included in "(b)";
 - (d) budget for development expenses;
 - (e) estimates of general operating revenue goals for the year (with possibly only a portion appearing in the budget itself).

2.5 Geographic Area

1. Facilities and programs of North Side Housing and Supportive Services shall be located on the north side of the City of Chicago, unless approval is obtained. The board will consider expansion of this geographical restriction on a case-by-case basis.

2.6 Communication and Support to the Board

With respect to providing information and counsel to the board, the Executive Director shall consistently keep the board informed as to all material matters in a timely manner. Accordingly, he or she shall:

1. Submit monitoring and planning data required by the board (see policy on Reports and Plans from the Executive Director) in a timely, accurate, and understandable fashion, directly addressing provisions of the board policies being monitored.

2. Keep the board aware of relevant trends, anticipated negative media coverage, and material external and internal changes, particularly changes in assumptions upon which any board policy has previously been established.
3. Advise the board if, in the Executive Director's opinion, the board is not in compliance with its own policies on Board Process and Board / Staff Relationship, particularly in the case of board behavior which is detrimental to the work relationship between the board and the Executive Director.
4. Marshal for the board as many staff and external points of view, issues and options as needed for fully informed board choices.
5. Present information in a concise and efficient manner without undue complexity.
6. Deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
7. Report in a timely manner any actual or anticipated noncompliance with any policy of the board.

3 Board/Staff Relationship

Since the Bylaws of North Side Housing and Supportive Services remain the foremost policy document, nothing within this policy manual should be taken to supersede the Bylaws. If any policy herein should be more restrictive than the powers granted by the Bylaws, such policy should be considered as "advisory or best practice" and in no way be regarded as limiting the Board of Directors or its officers beyond those limits provided in the Bylaws.

3.1 Delegation to the Executive Director

1. The board will direct the Executive Director to achieve specified results, for specified groups of recipients, at a specified worth by establishing Ends / Goals policies. The board will limit the latitude the Executive Director may exercise in practices, methods, conduct, and other "means" by establishing Administrative Constraints and Board / Staff Relationship policies.
2. As long as the Executive Director uses a reasonable interpretation of Ends / Goals, Administrative Constraints, and Board / Staff Relationship policies, the Executive Director is authorized to establish further policies, make decisions, take actions, establish practices, and develop activities.
3. The board may change its Ends / Goals, Administrative Constraints, and Board / Staff Relationship policies, thereby shifting the boundary between board and Executive Director domains. As long as any particular delegation of authority is in place, the board and its members will respect and support the Executive Director's choices. Such delegation shall not prevent the board from requesting and obtaining information regarding the delegated areas.
4. Normatively, only decisions of the board acting as a body, or of its Steering Committee, are binding upon the Executive Director. Except as permitted by the Bylaws or specifically authorized by the board, decisions or instructions of individual board members or committees are not binding. If board

members or committees require information or assistance without board authorization, the Executive Director can refuse such requests that require (in the Executive Director's judgment) a material amount of staff time or funds, or that are disruptive.

3.2 Relationship of Individual Board Members to the Executive Director

Regarding the relationship of individual board members (directors) to the Executive Director and staff, the following principles apply:

1. As regards governance, the board should consider itself as only having only one employee: the Executive Director. All other employees should be regarded as working for the Executive Director, not the board. The Executive Director has accountability for all activities below his or her position.
2. While the board as a body has overall authority over the Executive Director and his or her staff, individual board members should regard themselves as having a collegial (same level) relationship to the Executive Director. Individual board members do not have authority over the Executive Director (except as permitted by board policy, resolution, or Bylaws).
3. When acting as a program volunteer at the agency (e.g. helping with office work, cooking, or other activities), an individual board member should perform his or her volunteer activities at the direction of staff, just as any other volunteer would.
4. When interacting individually with the Executive Director or other staff, individual board members must be careful to make it clear that they are not individually in authority over the staff member (unless such authority is required and has been granted by the board or its policies or Bylaws), so as not to undermine the chain of command of authority that the Executive Director has over his or her staff.

3.3 Reports and Plans from the Executive Director

To help the Board to be adequately informed in order to formulate and monitor policies, the Executive Director shall provide the following plans and reports:

1. Program Plan: The Executive Director shall, as often as he or she wishes or as requested by the board, submit a Program Plan to the board (or, if time is urgent, to the Steering Committee) for approval. This Plan should outline any "substantially new" programs that the Executive Director may attempt to implement or locate funding for, so that approval may be obtained proactively and in a way which minimizes unnecessary hindrance of the Executive Director. The primary criteria that the board will use in considering approval of a new program will be its alignment with Ends / Goals, and its fiscal soundness. The Program Plan may also indicate plans for program expansion and modification, although such expansions and modifications do not require board approval except as stated in the Ends / Goals or Administrative Constraints set out the by the board.

2. Budget: Each May, the Executive Director shall submit a proposed budget to the board for the subsequent fiscal year, which shall require approval by the board.
3. Fundraising Plan: For each fiscal year, or more often as the board requests, the Executive Director shall submit a fundraising plan for general operating expenses to the board. Detailed requirements of this fundraising plan are given in section 3.5.2.
4. Executive Director's Report: For each board meeting, the Executive Director shall prepare an Executive Director's Report listing major events regarding funding, personnel, programs, and other issues.
5. Program Audits: The Executive Director shall report the results of any external program audits performed by government agencies.
6. Client Surveys: The executive director shall provide summaries of results from client surveys.
7. External Financial Audit: The executive director shall provide the external auditor's annual report on the agency's finances.
8. Program Results: The Executive Director shall provide annual results and outcomes of the agency's programs, so that the Board can evaluate the agency's progress toward Ends / Goals. As the board does not wish to add to the staff's considerable reporting that they already perform for government agencies, such information can and should be based (as much as possible) on information that the staff is already collecting in the course of their work.
9. Financial Reports: In cooperation with the Finance Committee, the Executive Director shall provide information to the board so that it can evaluate progress toward financial Ends / Goals as well as determine whether Administrative Constraints are being met. Such information is summarized in Section 4.9.

3.4 Monitoring Executive Director Performance

1. Monitoring the performance of the Executive Director is synonymous with monitoring organizational performance against board policies on Ends / Goals and on Administrative Constraints. Any evaluation of Executive Director performance, formal or informal, may be derived only from these monitoring data. The monitoring data that the board will use is that described in Section 3.3.
2. Each August the board will have a formal evaluation of the Executive Director. This evaluation will consider monitoring data as defined here, as it has appeared over the intervening year.

3.5 Fundraising

The agency's revenue shall conceptually be divided into three categories, for purposes of budgeting, planning, and fundraising:

1. Program-specific grants. These are grants provided by government, foundation, or other sources that are primarily restricted for a specific program use.
2. General operating revenue that is derived from program-specific grants and activities. This is general operating (unrestricted) revenue or administrative cost reimbursement that is received from program-specific grants or from program activities. Examples include, but are not limited to, the following: administrative line items on grants, retained client program fees, and street program administrative fees.
3. Other general operating revenue. This includes general operating revenue from any other source not listed above, including from foundations, corporations, congregations, individuals, special events, organizations, or other sources.

3.5.1 Fundraising: Division of Responsibilities and Specific Policies

Primary fundraising responsibilities shall be allocated between the Board of Directors and the Executive Director as follows:

- 1) The Executive Director shall have primary responsibility for work on the following, with the board acting in a supporting role:
 - a) Program-specific grants;
 - b) General operating revenue that is derived from program-specific grants and activities;
 - c) General operating grants from foundations;
 - d) Maintenance of relationships, communications, and donations from all existing individual and institutional donors to the agency.
- 2) The Board of Directors and Executive Director shall each have responsibility for raising general operating revenue (other than that specified above). The board shall endeavor not to interfere with staff fundraising efforts, but rather shall support and help with these efforts as the Executive Director requests. The Executive Director shall endeavor to give freedom to members of the board to be creative with their own fundraising efforts, within acceptable practice and organizational norms.
- 3) The Executive Director shall have primary responsibility for marketing and publicity of the agency, with the board acting in a supporting role.
- 4) For any large special fundraising events that require leadership from the board (as opposed to those events where the Executive Director is only requesting help from the board), the board or its Steering Committee (consulting with the Executive Director) shall appoint an event committee, usually consisting of the Executive Director and one or more board members. This event committee will be led by either the Executive Director or one of the board members.
- 5) If a board-led fundraising activity (whether a special fundraising event or an initiative of a board member or group of board members) requires the expense of agency funds beyond standard agency

marketing materials, then the activity expense budget will need to be approved by either the Executive Director, the full board, or its Steering Committee.

- 6) New materials and presentations that board members wish to use in special events or other fundraising efforts, if not designed by the staff, shall be shown to the Executive Director before copying or using, so that the Executive Director can check such materials and presentations for accuracy and appropriateness.

3.5.2 Fundraising Planning

Prior to each fiscal year, and at other times that may be requested by the Board of Directors, the Executive Director shall create a fundraising plan for general operating revenue (excluding that from program-related activities), with specific goals in the following categories:

- Recurring revenue expected from foundations (general operating only), congregations, corporations, individuals, and other sources, excluding any revenue already counted by the categories below (to be determined by staff);
- New general operating revenue from general operating foundation grants (to be determined by staff);
- Other staff initiatives for new general operating revenue from corporations, congregations, individuals, or other sources (to be determined by staff);
- Revenue from special fundraising events, including the annual dinner benefit (to be determined jointly by board and staff);
- Revenue from direct board giving (being careful to not double-count this revenue in other categories);
- Revenue from board member initiatives to raise money from others.

After the plan is created, it shall be voted on by the Board of Directors. The board and Executive Director shall jointly monitor its progress and results.

4 Board Process

4.1 Purpose

The purpose of the Board of Directors of North Side Housing and Supportive Services (NSHSS) is to help ensure that NSHSS is a stable, well-run agency that remains faithful to its mission. The board achieves this purpose through three primary functions: governance, assistance in fundraising, and volunteering to help in other ways.

4.2 Board Governance Contributions

The job of the board is to make certain contributions which are unique to its public trusteeship role and necessary for proper governance and management of the corporation. Consequently, the "products" of the board itself shall be:

1. Connection between the agency and its "ownership", which is the community at large and the homeless population in particular.
2. Written governing policies that concern:
 - a) Ends / Goals (what benefits, which needs, what cost)
 - b) Administrative Constraints (prudence and ethical limitations binding upon the staff)
 - c) Board / Staff Relationship (passing of power and measurement of its use)
 - d) Board Process (how the board carries out its task)
3. The assurance of staff performance (through control and evaluation of the Executive Director).

4.3 Governing Style

The board will govern with an emphasis on (a) outward vision rather than an internal preoccupation, (b) strategic leadership more than administrative detail, (c) clear distinction of board and chief executive roles, (d) collective rather than individual decisions, (e) future rather than past or present, and (f) proactivity rather than reactivity. The board will:

1. Deliberate in many voices, but govern in one. Board Officers and the Executive Director act at the direction and control of the board as a whole, and not vice versa.
2. Cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be an initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body, rather than to substitute the individual judgments for the board's values.
3. Direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability. Continual board development will include orientation of new members in the board's governance process and periodic board discussion of process improvement. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling its commitments.

5. Monitor and discuss the board's process and performance. Self-monitoring will include comparison of board activity and discipline to policies in the Board Process and Board / Staff Relationship categories.

4.4 Steering Committee

The Steering Committee shall consist of the officers of the board, and, as set forth in the Bylaws, "The Steering Committee shall have and exercise all the powers of the Board of Directors subject to such limitations as the laws of the State of Illinois or resolutions of the Board of Directors may impose." However, in the interest of the agency acting at the direction of the board as a whole, the following should be regarded as good practices:

1. The Steering Committee should pass resolutions only on those matters which are time-critical, and for which delaying a decision until the next regular board meeting might have a negative effect.
2. The Steering Committee shall notify the board at the next regular board meeting, as well as by email soon after the Steering Committee meeting, regarding any resolutions that it has passed (so that the full board can take action if it disagrees with a resolution passed by the Steering Committee).

4.5 Officer Supplemental Duties and Manner of Acting

1. As the Board of Directors (acting as a body) is the governing authority within the agency, the principal focus of the President should be to help ensure that the board is able to do its job effectively. Accordingly, duties of the President include:
 - a) Helping ensure that board-created policies and resolutions are being implemented and acted upon;
 - b) Helping ensure that policy-mandated planning is taking place, and that the board is monitoring progress of these plans and goals;
 - c) Helping ensure that free lines of communication exist between the Executive Director and the board;
 - d) Helping ensure that the board is working to achieve the portion of fundraising goals that it has set for itself, and that the board has the resources that it needs in order to achieve its portion of the fundraising goals;
 - e) Along with all other board members, suggesting new policies and resolutions for the board and/or its Steering Committee to consider;
 - f) Other duties as prescribed by the agency's Bylaws.
2. Realizing that the effectiveness of the board lies not solely in the abilities of its individual members but rather in its abilities as a group working in concert, the President should work to build consensus

on board-level decisions and be careful to refrain from staff-level decisions, and should avoid acting alone.

3. The Secretary, in addition to his or her duties specified the Bylaws, shall also have the following duties:
 - a) Make modifications to these Policies when resolutions regarding the same are passed by the Board of Directors.
 - b) Ensure that electronic versions of these Policies, as well as other critical agency documents, are available to board members and the Executive Director.
 - c) Ensure that one paper copy of the current version of these Policies is available at all meetings of the Board of Directors.

4.6 Individual Board Member Responsibilities

Each board member shall be responsible for participation in the governance and fundraising responsibilities of the board. Specifically, each board member is expected to:

1. Attend regular monthly board meetings of the Board of Directors, which last for approximately two hours, and be accessible for personal communications between board meetings.
2. Attend other special meetings of the Board of Directors, including but not limited to the annual retreat.
3. Provide leadership to board committees and other board initiatives.
4. Prepare in advance for decision-making and policy formation at board meetings, and take responsibility for self-education on the major issues before the board.
5. Responsibly review and act upon issues before the board.
6. Help raise financial resources for North Side Housing and Supportive Services, preferably raising several thousand dollars (or much more) per year in a manner appropriate for board members. Typically, each board member raises money through (1) personal donations, (2) hosting tables and securing business sponsorships for the agency's Annual Dinner, (3) helping and promoting the agency's special events, and (4) securing funds in other ways.
7. In general, utilize personal and professional skills, relationships, and knowledge for the advancement of North Side Housing and Supportive Services.

4.7 Board Meetings

- 1) Regular board meetings are normally held monthly on the 4th Monday of the month, with special meetings called as needed, and a retreat held once per year.
- 2) The board has the sole authority over its agenda. The President will exercise this control on behalf of the board, though any board member can add business to the agenda. Normally, material related to the agenda will be given to board members with adequate lead time.
- 3) Although the agenda will vary from meeting to meeting, the following elements shall usually be present:
 - a) Approval of minutes from the previous board meeting
 - b) A review of financial documents prepared by the Executive Director and the Finance Committee;
 - c) An Executive Director's report;
 - d) A review of any resolutions passed by the Steering Committee during the intervening time between meetings. Since the board's authority supersedes that of the Steering Committee, any decisions by the Steering Committee (as with any other board resolutions) can be reversed or amended by the board through a majority vote of the board.
 - e) Other planned business of the board.
 - f) An opportunity for any board member to make motions on any other business of the board that such member wishes, within the boundaries of procedures established by the board.

4.8 Board Recruitment and Development Committee

The board shall recruit new board members in accordance with its Bylaws and in order to execute its duties. Recruitment will occur through a Board Recruitment and Development Committee chosen by the Board. The responsibilities of this committee include:

1. Study the current composition of the Board of Directors to determine current skills and experience; identify skills and experience needed on the board.
2. Actively recruit candidates to serve as members of the board and develop a slate of directors for consideration by the membership, with an eye toward fulfilling the board's needs for skills, experience, and diversity.
3. Develop and use materials necessary for the board recruitment process, including but not limited to a Board of Directors Nomination Form and a Board Application Form.
4. Develop an orientation and training plan for new board directors and assist in the planning of the Annual Board Retreat.

5. Develop opportunities for current board members to have ongoing training in governance and fundraising.
6. Annually submit objectives as part of the planning and budgeting process.
7. Annually evaluate its work as a committee and the objectives it has committed itself to and report on the same to the Board of Directors.
8. Report to the Board of Directors at regular meetings of the Board in a manner determined by the board.

The following steps shall be used in recruitment of new board members:

- A. The committee will search for new board members to meet the goals of the board. Additionally, anyone can be nominated using the Board of Directors Nomination Form created by the committee.
- B. Based on the nomination forms and other information, top prospects will be sent a full Board Application Form, along with a recruitment packet of materials for the prospect.
- C. The mailing will be followed up with personal calls from designated members of the committee to determine the prospect's level of interest and qualifications. If the prospect is suitable and wants more information and/or wants to be seriously considered for board directorship, they will be invited to attend an in-person orientation session, including a possible tour of the organization. The prospective board member may also be invited to attend a meeting of the board as an observer.
- D. After the above steps, the committee will determine which candidates (if any) should be formally presented as candidates to the full board.
- E. At a subsequent meeting of the board, each candidate will be interviewed by the board. After all candidates have been interviewed, the board shall vote on whether each candidate will become a board member.

4.9 Finance Committee

The board shall have a Finance Committee chaired by the Treasurer. The committee shall generally meet with the Executive Director prior to each regular board meeting, and shall have the following duties:

1. Review the financial reports of the agency, and help determine whether financial Ends / Goals are being achieved and Administrative Constraints are being followed.
2. At least one member of the Finance Committee should review transactions from the general ledger or profit/loss detail statements, as well as recently signed or executed agency contracts, as part of a fiduciary oversight role.
3. In cooperation with the Executive Director, the committee should prepare summary reports for the full board that will make it clear whether:

- a) Financial Ends / Goals are being achieved and Administrative Constraints are being followed;
- b) Budgeted income and expense line item amounts accurately reflect projected year-end results, or whether an adjusted budget needs to be passed;
- c) Whether the most recent Fundraising Plan is achieving its fundraising goals.