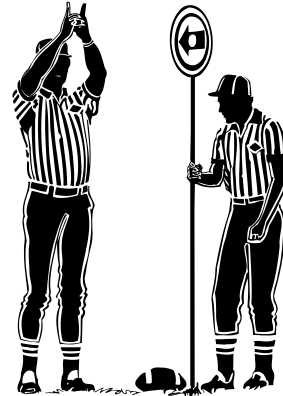


## THE INVISIBLE YELLOW LINE

### STAFF *versus* BOARD - WHO DOES WHAT?

- *Board* = Policy, Strategic Directions.
- *Staff* = Management and Administration.
- *Checklist* - Take the test.



### HR ISSUES

- *President* is hired by the *Board* and reports to *Board*..
- *President* should have a clear job description
- *President* should have annual goals and objectives approved by the Executive Committee.
- *President* is evaluated annually by the Executive Committee.
- *President* should attend Board meetings as an advisor.
- *President* hires and evaluates other staff.
- *Board* establishes clear lines of communication; grievance policy.
- *Board* does not attend to the day-to-day management of the Partnership.

### FISCAL RESPONSIBILITIES

- *Board* has ultimate legal authority and responsibility for governance of the Longview Partnership.
- *Board* understands Duties of Care, Honesty and Loyalty.
- *Board* has Director & Officer Liability Insurance.
- *Board* authorizes and reviews annual independent audit.
- *Board* minutes - the legal records of the Board's actions.
- *Board* ensures required reports and filings, such as 990 or 990 EZ (due 15th day of 5th month after end of fiscal year).

## BUDGET

- *Staff* prepares budget for Board review and approval.
- *Board* "owns" budget.

## PLANNING

- *Board* and *Key Staff* participate in annual strategic planning.
- *Staff* may prepare development plan, marketing plan, program plan etc. for *Board* approval. *Board* should contribute to the planning process.

## FUNDRAISING and OTHER RESOURCE DEVELOPMENT

- *Board* must make personal/professional contribution.
- *Board* is expected to develop financial and in-kind resources within their sphere of influence.
- *Board* assists with hands-on fundraising and special events.

<h2>HOW DO YOU DEFINE THE YELLOW LINE?</h2>
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## ANNUAL COMMUNICATION

- Respect for each other's roles and responsibilities.
- Open, honest conversations and feedback.
- Clear understanding of roles.
- *Board* respects chain of command and NEVER goes around President.
- *President* respects chain of command.

• **IS IT POLICY OR IS IT MANAGEMENT?  
WHOSE RESPONSIBILITY IS IT?**

Primarily Staff Responsibility = S

Primarily Board Responsibility = B

Joint Staff & Board Responsibility = J

**PLANNING**

- Direct the planning process
- Give input into annual plan
- Monitor achievement of goals
- Approve annual plan

**PUBLIC RELATIONS**

- Meet with community leaders to promote program
- Write press releases
- Maintain media relations
- Promote program within personal sphere of influence

**FINANCE**

- Prepare preliminary budget
- Finalize and approve budget
- Solicit contributions
- Monitor expenditures against budget
- Organize fundraising activities
- Ensure annual cash review or audit
- Make personal financial contribution
- Decides on building, renovation, leasing, expansion
- Sets fees for service

**PERSONNEL**

- Employ the Executive Director
- Direct the work of the staff
- Evaluate staff performance
- Evaluate Director performance
- Settle problems among staff
- Set salaries for staff
- Hire, promote, discipline, and terminate staff
- Set personnel policies

**MANAGEMENT ISSUES**

- Appoint Board Committees
- Recruit new Board members
- Prepare exhibits, materials for Board meetings
- Prepare Board meeting agenda
- Ensure minutes are taken at Board meetings
- Sign legal documents
- Assume fiduciary responsibility for actions of the agency
- Settle problems between Board committees
- Implement Board and Committee decisions
- Ensure agency meets legal and corporate requirements
- Attend annual planning retreat
- Manage day-to-day operations of agency
- Approve capital purchases
- Approve major repairs and agency upkeep
- Set billing, credit, collection policies