

II. Governance and Management

A. Introduction

Family Outreach, Inc. is a non-profit corporation governed by a Board of Directors selected from the various counties in Region IV. Counties in Region IV include:

Beaverhead	Granite	Meagher
Broadwater	Jefferson	Park
Deer Lodge	Lewis & Clark	Powell
Gallatin	Madison	Silver Bow

The Boards' responsibility is to determine Family Outreach, Inc.'s mission, purpose, policies, and provide general direction. Family Outreach, Inc. is managed by a Director whose responsibility is to develop plans, organize and direct staff, and coordinate the organization's activities to fulfill the mission.

B. Articles of Incorporation

1. Policy

The Articles of Incorporation will be reviewed and updated annually. See Appendix B Articles of Incorporation.

2. Procedures

- a. During the December Board Meeting, the Board will review the content of the Articles of Incorporation, update content if necessary, and update the list of Officers.
- b. The changes will be submitted to the Business Manager through the Director.
- c. The Business Manager will include the updated information on the State of Montana Corporation Annual Report and submit this to the Secretary of State in January.

C. By-Laws

The By-Laws will be reviewed and updated annually. See Appendix C By-Laws.

1. Procedures

- a. During the Annual Board meeting, the Board will review and update the By-Laws.
- b. The changes will be submitted by the Director to the Business Manager for typing, filing, and dissemination.

D. Composition of the Board of Directors

1. Policy

Board membership should be broadly representative of the citizens who reside within Region IV.

Board membership should include representation from the following:

- (1) Consumers
- (2) Professionals associated with persons (children or adults) with disabilities
- (3) Community members (general)
- (4) Individuals involved in business, industry, or labor

2. Procedures

- a. When a vacancy occurs on the Board due to a resignation, the member resigning should attempt to recruit a candidate for the Board to consider as a possible replacement.
- b. The Board should maintain a list of individuals who have expressed interest in becoming a Board member. This list should be reviewed when a vacancy occurs.
- c. The Board President or her/his representative will contact potential Board members regarding general overview of Family Outreach, Inc. and Board member's responsibilities.
- d. The Board will screen potential Board members and invite acceptable candidate(s) to the next Board meeting.
- e. At the Board meeting with acceptable candidate(s) in attendance, the Board members may ask questions of the candidate(s) as well as the candidate(s) asking questions of the Board. The Board will then select the more appropriate candidates.

E. Orientation for New Board Members

1. Policy

All new Board Members will be provided orientation to Family Outreach, Inc. and the specific responsibilities of the Board of Directors.

2. Procedures

- a. With input from the Board, the Director will maintain orientation materials regarding services to people with developmental disabilities in Montana, Region IV services, Family Outreach, Inc. and responsibilities of the Board of Directors.
- b. The Board President or his/her representative will provide the orientation materials to the new member(s) and answer questions.
- c. The new Board member will be encouraged to visit Family Outreach, Inc.'s offices to meet the staff and to be introduced to office routines.

F. Board Meeting Schedule

1. Policy

Board meetings will be held on a schedule determined at the Annual Meeting. Special meetings may be called by the Board President or any two Board Members (Refer to Appendix, Article I, Section 4, Page 1 of the By-Laws of Region IV Family Outreach, Inc.).

2. Procedures

- a. Board meetings will be held on a schedule determined during the Annual Meeting.
- b. Notice of Board meetings and agendas will be developed by the Director with input from the Board and staff, and will be typed and disseminated by the Administrative Assistant.
- c. Procedures for Special Board meetings are listed in Article I, Sections 4 and 5, Page 1 and 2 of the By-Laws of Region IV Family Outreach, Inc.

G. Board Meeting Minutes

1. Policy

Proceedings of the Board meetings will be recorded in the minutes by the Board Secretary. The minutes will be disseminated to the Board members and staff. Appropriate agencies and consumers or their representatives may receive a copy upon request.

2. Procedures

- a. The Board Secretary will record the minutes during the Board Meeting following the agenda outline.
- b. The Director will edit the minutes without changing the meaning and forward the minutes to the Administrative Assistant.
- c. The Administrative Assistant will type, file, and disseminate the minutes to Board members, staff, as well as appropriate agencies and consumers or their representatives who have requested copies.
- d. The minutes will be reviewed at a subsequent Board meeting for approval or modifications.

H. Board Committees

1. Policy

The Board can develop committees as may be required to efficiently execute the mission of the board. Each committee would have a chairperson and recorder of the minutes.

2. Procedures

- a. The Board may determine that certain business can be more efficiently completed through a committee.
- b. The number of Board members on the committee would be determined by the Board President.
- c. The Board President will appoint a chairperson to coordinate the activities of the committee.
- d. The chairperson will appoint a committee member to record the minutes.
- e. The committee will be given specific objectives and time lines by the full Board.
- f. Minutes of the meeting will be typed, filed, and disseminated to appropriate people by Family Outreach, Inc.'s Administrative Assistant.
- g. As long as the committee is active, summaries of their activities will be presented at Board meetings.

I. Management and Organization

1. Policy

Family Outreach, Inc. is managed by a Director whose responsibility is to implement policies as well as plan, organize, direct and coordinate the organization to fulfill the mission. Decisions involving policy, procedures, individual job descriptions, and objectives should be arrived at through mutual agreement of the staff and the Director. If mutual agreement cannot be reached, however, the Director has the final authority among the staff.

2. Procedures

- a. The Director will be held accountable through the provisions of the Director's job description.
- b. The Director will implement the policies and procedures of Family Outreach, Inc.
- c. The Director will seek staff input to arrive at mutual agreement on issues involving policies, procedures, job descriptions, and objectives.
- d. If issues (listed in c., above) cannot be mutually agreed upon, the Director has the final authority among the staff. The Director should note any dissenting opinions on these issues.
- e. The Director should advise any staff that have a dissenting opinion to follow the procedures outlined for staff grievances (IV. Personnel Policies, L. Staff Grievance).

J. Management in Absence of the Director

1. Policy

When the Director is absent from the program, he/she will appoint a member of the Management Team to assume the responsibilities of the Director's position.

2. Procedures

- a. When the Director is absent from the program for more than one day, he/she will appoint a member of the Management Team to assume the Director's responsibilities.
- b. The Director will inform the Administrative Assistant and the Acting Director where he/she can be reached (if possible) in case of an emergency.
- c. If the Director cannot be reached in an emergency, the Acting Director should contact the Board President and if the Board President cannot be reached, then the Acting Director will contact the next highest ranking Board Officer.
- d. The Acting Director will maintain a log of activities relating to the responsibilities of the Director's position.

K. Management Team

1. Policy

A Management Team will assist the Director in carrying out the day to day operations of Family Outreach.

2. Procedures

- a. The Management Team will consist of the Director, a Program Manager from each office (Helena, Butte, and Bozeman), a Supported Living Program Manager, a DSP System Manager, and a Business Manager.
- b. The Management Team will perform the duties as described in the Manager's job descriptions including supervision, department management and administration.

L. Management Team Meetings

1. Policy

The Management Team will meet at least one time per month to review administrative issues relevant to Family Outreach.

2. Procedures

- a. Management Team Meetings will be held at least one time per month.
- b. The Director will provide a meeting notice and agenda to the Management Team.
- c. Proceedings of the Management Team meetings will be recorded in minutes.

M. Staff Meetings

1. Policy

The staff will meet on a schedule determined during the strategic objectives planning process to discuss agency program development, issues relevant to Family Outreach, Inc., and share information.

2. Procedures

- a. The staff meetings will be held on a schedule determined during the strategic objectives planning process, unless otherwise agreed upon.
- b. Staff meetings will be rotated as follows: Helena, Butte, and Bozeman.
- c. Notice of staff meetings and agendas will be developed by the Management Team with input from staff and the Board, and will be typed and disseminated by the Administrative Assistant. Staff input should be received five (5) days before the scheduled meeting.
- d. Special meetings may be called by the Director.

N. Staff Meeting Minutes

1. Policy

Proceedings of the staff meetings will be recorded in minutes. The minutes will be disseminated to the staff.

2. Procedures

- a. Minutes will be recorded during the staff meeting.
- b. Minutes will be forwarded to the Director.

O. Staff Committees

1. Policy

As part of the annual strategic objectives planning process the staff will develop workgroups as may be required to efficiently execute their responsibilities. Each committee would have a chairperson and a recorder of the minutes.

2. Procedures

- a. As part of the annual strategic objectives planning process the staff will determine workgroups to more efficiently complete its business.
- b. The number and assignment of individuals on the workgroup will be mutually agreed on between the Management Team and staff.
- c. If mutual agreements cannot be reached, the Director will decide on workgroup members.
- d. The chairperson and the recorder will be determined by the workgroup.
- e. The workgroup will develop specific objectives and time lines for completion of the assigned objective.
- f. The agenda and minutes will be typed, filed, and disseminated to the workgroup and director.
- g. As long as the workgroup is active, summaries of their activities will be presented at Board and Management Team meetings.

P. Determining Strategic Plan Objectives

1. Policy

Objectives for each fiscal year should be mutually determined by the Board and staff. The objectives should be specific, measurable and have time lines determined. The objectives should be consistent with the mission, philosophy, policies, and available resources.

2. Procedures

- a. Objectives for the next fiscal year should be completed according to the time lines for completion of the rough draft of the contract.
- b. Objectives should be developed by the Management Team with input from the Board of Directors and staff.
- c. Objectives should be mutually agreed upon between the Director, the staff and the Board. The Board will have the final responsibility in approving objectives, however.
- d. Objectives can be both specific to one of the service areas or apply to Family Outreach, Inc. as a whole.

Q. Review of Strategic Plan Objectives

1. Policy

Strategic Plan Objectives should be reviewed, monitored, and modified on a regular basis.

2. Procedures

- a. Strategic Plan Objectives should be reviewed by the Management Team, with input from those individuals directly involved in completion of those objectives on at least a monthly schedule.
- b. The Director will develop a mechanism for monitoring progress towards completion of objectives.
- c. The Director will report to the Board on a monthly schedule the progress towards completion of objectives.
- d. As appropriate the Director will be responsible for reporting the progress towards completion of objectives to the DDP Regional Supervisor and/or other DDP representative.
- e. If objectives need to be modified, dropped, or new objectives added during a fiscal year, the Director will follow the procedures outlined in determining objectives. He/She may also discuss modifications with the DDP Regional representative as necessary (if the modification will affect contracted services).

R. Policies and Procedures Development and Review

1. Policy

Policies and procedures should be developed as needed, revised as needed, and reviewed annually.

Policy is defined as: a written overall guide setting up the boundaries that supply the general limits and direction in which management action will take place.

Procedure is defined as: a series of related tasks that make up the chronological sequence and the established way of performing the work to be accomplished.

2. Procedures

- a. Recommendations for development, revision, or review of a policy can be initiated by the Board or staff.
- b. Formal request for development, revision, or review should occur during Board meetings and Management meetings.
- c. The request should be in the form of specific recommendations.
- d. The Director is responsible for communicating recommendations between the staff and Board members during their respective meetings.
- e. Development or revision of a policy should be mutually agreed upon between the Board and staff. The Board has the final determination, however, if mutual agreement is not possible.
- f. Recommendations of the Board will be forwarded to the Administrative Assistant for typing, filing, and disseminating copies of the new/revised policy for placement into all Policy and Procedures Manuals. Each new or revised policy should be signed and dated by the Board President.
- g. The annual review of the Policies and Procedures Manual should be completed by June 30th of each fiscal year.

S. Contracting

1. Policy

Each fiscal year Family Outreach, Inc. will complete activities necessary to continue provider status. This may include maintaining qualified provider status or renewal of contracts to provide home-based Family Education and Support and Supported Living through available funding sources.

2. Procedures

- a. The Director, with input from the staff and the Board, is responsible for developing the content of any contract or completing activities to ensure qualified provider status.
- b. The Director will provide information regarding the content of qualified provider guidelines and contract provisions to the Board and staff in their respective meetings.
- c. The Director will seek from the staff and the Board recommendations concerning proposed qualified provider guidelines and contract provisions. These suggestions will be presented the DDP regarding Family Outreach, Inc.'s input.
- d. The Board is responsible for approving the provision of service arrangements (qualified provider status or contract).
- e. The Board President is responsible for signing any contract.
- f. The Director is responsible for the day to day monitoring of performance and informing the staff and the Board regarding compliance.