



**Sandy Springs Education Force, Inc.
POLICIES AND PROCEDURES**

CONTENTS

	Page
Executive Committee	
Executive Committee Job Descriptions	2
Board Meeting Minutes Approval Procedure	5
Staff	
Executive Director Job Description	6
Development Coordinator Job Description	8
Executive Director Evaluation Form	10
Staff Development Policy	15
Board Membership	
Board Member Nomination/Recruitment Process	16
Board Member Job Description (May 2019)	17
Mentor Job Description and Acceptance Form (February 2018)	20
Acknowledgment of Board Member Job Description	22
Board Member Personal Profile Form	23
Board Member Self-Evaluation	24
Policy Regarding Ethics, Conflicts of Interest and Confidential Information (Amended and Restated effective June 2012)	26
Acknowledgment of Amended and Restated Conflicts of Interest Policy and Confidentiality Agreement (June 2012)	32
Whistleblower Policy (March 2012)	33
Document Retention and Destruction Policy (March 2012)	36
Policy Against Harassment and Discrimination (March 2012)	38
Standing Committees	39
Legal Compliance Statement	40
Programs	
Program Determination-Implementation Procedure	41
Program Evaluation Worksheet	43
New Program Recommendation Form (rev. June 2012)	45



Sandy Springs Education Force, Inc.
Executive Committee Job Descriptions

Position Title: Chair of the Board

Term: One year, renewable for a second year and third year

Preferred Experience: One year as an Executive Committee member; leadership experience; knowledge of and commitment to the organizational mission of SSEF

- Lead the SSEF Executive Committee and Board of Directors
- Attend and chair general Board meetings
- Attend and chair Executive Committee meetings
- Monitor the Executive Committee and Board of Directors to assure that members fulfill their responsibilities for the governance of SSEF
- Consult with the Executive Committee and Board members regarding the effectiveness of their roles
- Work in partnership with the Executive Director (ED) to achieve the mission of SSEF
- Communicate directly with ED on an ongoing basis
- Communicate needs of ED to Executive Committee and Board members
- Oversee financial planning and financial reports with the Treasurer and the ED
- Lead the implementation of SSEF strategic plan by setting and monitoring yearly goals for the ED and the Board to achieve
- Evaluate and report to the Executive Committee and the Board the performance of the Organization in achieving its mission annually
- Coordinate the ED's annual performance evaluation
- Appoint chairpersons of all committees in consultation with other Board members and the ED
- Mentor the Chair-Elect
- Assist in the selection of new Executive Committee and Board members
- Serve as an *ex officio* member of all committees
- Maintain knowledge of SSEF and have a personal commitment to its goals and objectives
- Act as an alternative spokesperson for SSEF

Position Title: Vice-Chairperson**Term: One year, renewable for a second year****Preferred Experience:** One year as a Board member; knowledge of and commitment to the organizational mission of the SSEF (SEEF)

- Serve on the Executive Committee
- Attend all Executive Committee and Board meetings
- Carry out special assignments as requested by the Board Chairperson
- Serve as an *ex officio* member of all portfolio committees
- Act as a communication liaison to the Executive Committee for committees
- Assume responsibilities of leading the Executive Committee and the Board in the absence of the Board Chairperson and Chairperson-Elect
- Maintain knowledge of SSEF and have a personal commitment to its goals and objectives

Position Title: Secretary**Term: One year, renewable for a second year****Preferred Experience:** One year as a Board member; communication and time management skills; knowledge of and commitment to the organizational mission of the SSEF

- Serve on the Executive Committee
- Attend all Executive Committee and Board meetings
- Maintain all Board records and meeting minutes, and ensure their accuracy and safety
- Ensure minutes are distributed to Board members shortly after each meeting.
- Provide notice of meetings of the Executive Committee and/or Board as such notice is required
- Serve as an *ex officio* member of all committees
- Act as a communication liaison to the Executive Committee for portfolio committees
- Assume responsibilities of the Board in the absence of the Board Chairperson, Chairperson-Elect, and Vice-Chairperson
- Maintain knowledge of SSEF and a personal commitment to its goals and objectives

Position Title: Treasurer**Term: One year**

Preferred Experience: One year as a Board member; experience and an understanding of financial accounting for nonprofit organizations; knowledge of and commitment to the organizational mission of the SSEF

- Serve on the Executive Committee
- Attend all Executive Committee and Board meetings
- Serve as financial officer of the Organization and as Chair of the Budget-Finance Committee
- Manage, with the Finance Committee, the Board's review of and action related to SSEF financial responsibilities.
- Work with the ED to ensure that appropriate financial reports are made available to the Executive Committee and the Board on a timely basis
- Assist the ED in preparing the annual budget and presenting the budget to the Board for approval
- Provide annual budget to the Executive Committee and the Board for members' approval
- Review the annual audit and answer Board members' questions about the audit
- Serve as an *ex officio* member of all committees
- Act as a communication liaison to the Executive Committee for committees
- Assume responsibilities of the Board in the absence of the Board Chairperson, Chairperson-Elect, Vice-Chairperson and Secretary
- Maintain knowledge of the SSEF and have a personal commitment to its goals and objectives

Position Title: Past Chair**Term: One year**

Preferred Experience: Previous Chairperson of the Board

- Serve on the Executive Committee
- Attend all Executive Committee and Board meetings
- Chair the Nominating Committee and, with the Executive Committee, selects Nominating Committee members
- Lead the search for a new ED when necessary
- Serve as an *ex officio* member of all portfolio committees
- Act as a communication liaison to the Executive Committee for committees
- Maintain knowledge of the SSEF and have a personal commitment to its goals and objectives



Sandy Springs Education Force, Inc.
Board Meeting Minutes Approval Procedure

- 1. Note taker or board secretary takes minutes at meeting.
- 2. Note taker or secretary prepares draft of minutes.
- 3. If note taker is used, then minutes are sent to secretary for review and any corrections (secretary makes own edits rather than send back to note taker).
- 4. Secretary sends draft of minutes to ED and board chair for review approximately no later than two weeks after board meeting.
- 5. Secretary incorporates corrections/omissions from ED and chair into draft.
- 6. Secretary sends completed draft to ED for distribution to full board for review approximately 1 week prior to board meeting.
- 6A. Full board reviews minutes at meeting and corrections are suggested.
- 6B. Board votes on minutes as corrected or amended.
- 6C. Secretary makes corrections as voted
- 6D. Minutes are entered into Board Secretary's book.



Sandy Springs Education Force, Inc.
Executive Director Job Description

Type: Part time (20 to 25 hours/ week)

Position Summary: This position requires an individual with a passion to create a lasting impression on young people that will outlive the giver. The Executive Director of CEF will be an experienced individual that is entrepreneurial in nature and outstanding in building organizational relationships that will accomplish our mission of preparing “at-risk” students for High School and beyond; and, create in them a personal desire to set and attain realistic goals.

Essential Duties & Responsibilities

- Represent CEF to other organizations in researching, evaluating, planning and implementing collaborative partnerships between other service providers (i.e. schools, non-profits, businesses, civic associations, and governmental agencies).
- Represents CEF to the public; foster key relationships with individuals, businesses, and organizations in Sandy Springs to champion and advocate for programs for youth.
- Develop and implement a financial plan that will assure CEF will be viable and a long-term service to our participants by grant writing, fund raising, and relationship building with donors and other organizations.
- Organizational responsibilities of: overseeing operations of programs to insure that they are effective and meet their goals; working with the Board and volunteers to develop and focus resources to organizational needs; coordinate program development; and, developing of operational procedures and processes;
- Directs the fiscal management of CEF including budget development and maintenance of fiscal records to ensure the sound financial health of the Organization.

Experience & Qualifications: The ideal candidate may be a retired Fulton County school administrator or educator with “maverick blend ”comfortable with“ out of the box thinking; or a retired business executive with strong personal, communication and organizational skills wishing to give back to the community and help youth.

- Ability to think strategically about opportunities to affect policy, to balance competing priorities, and to work collaboratively with other organizations, staff, and board;
- Experience in building and maintaining collaborative partnerships in a pragmatic manner;
- Strong administrative and management skills (preferably nonprofit), experience working with nonprofit boards, supervising employees, working with volunteer committees, as well as in grant development and community outreach;

- Excellent communication, administrative, financial, project management, fundraising skills and experience;
- Proficiency with Microsoft Office Suite and a willingness to learn computer programs necessary to operate the office and communication skills;
- Preferably with knowledge of the issues facing “at risk” youth and Fulton County School System.

Candidate Skill Set:

Item & Rank (1=not present, 10 has)	Comment
Passion & knowledge of population	
Fund Raising knowledge & experience	
Teaching background	
Knowledge of Fulton County school system	
Contacts in SS community	
Computer skills	
Administrative experience	
Bi-lingual ability	
Operational experience in unstructured environment	
Communication skills (verbal & written)	
Non profit financial experience	
Non profit operational experience	
Grant writing and compliance	



Sandy Springs Education Force, Inc.
Development Coordinator Job Description

Reports To: Executive Director

Status: Part-time consultant (10 to 12 hours per week - Flexible work schedule)

Overview: Under general direction and supervision of the SSEF Executive Director, the Development Coordinator is responsible for conducting the day-to-day operational management and implementation of activities pertaining to fund development and fundraising for SSEF. The Development Coordinator will develop, coordinate, and administer an SSEF fund development plan to include, but not limited to, raising funds through individual gifts, foundation and business grants, in-kind donations, direct mail campaigns, and special events.

Duties:

- I. Creates and administers a Development Plan
 - a. Creates a Development Plan that establishes short- and long-range fund development goals
 - i. Identifies types of donors (Ex.: Individual community donors, sponsors, partners, etc)
 - ii. Identifies categories of giving levels
 - b. Ensures that the fundraising data base is maintained
 - c. Takes responsibility for leading the initiation, planning, and implementation of activities to ensure that fundraising and development goals and objectives are accomplished
- II. Cultivates individual contributors and contributions
 - a. Identifies and cultivates potential community contributors to SSEF programs and special projects
 - b. Organizes direct mail campaign and/or solicitation drives for pledges to reach potential contributors
 - c. Builds and maintains profitable, long-term fundraising relationships with current donors and potential donors
 - d. Works with the Board to implement an annual recognition event for annual campaign donors/volunteers
- III. Cultivates corporations and foundations
 - a. Searches and researches potential corporations and foundations to identify and evaluate potential funding sources

- b. Meets with identified funders and fund managers and informs them about SSEF and opportunities for giving
- IV. Develops and oversees a signature fundraising event
 - a. Plans and coordinates yearly special/signature fundraising event with the Board,
- V. Supports grant writing
 - a. Researches public and private grant agencies and foundations to identify potential sources of funding for research, community service, or other projects
 - b. Works with staff and Board members to write grants
- VI. General
 - a. Acts as a spokesperson for the Organization as needed to bring in funding, volunteers, etc
 - b. Provides support to the Board development Committee as needed
 - c. Participates in SSEF Board meetings and events as necessary
 - d. Encourages and trains Board in Fund Development activities

QUALIFICATIONS:

- Bachelor’s degree or equivalent
- Nonprofit or foundation experience
- Knowledge of the Sandy Springs community
- Minimum two years development/fundraising experience, including annual campaigns
- Strong organizational, administration, telephone and interpersonal communication skills
- Solid writing, editing and presentation ability
- Professional demeanor, flexible and able to respond to multiple demands
- Creative and outgoing
- Ability to work independently and as part of a team
- Organization and time management skills
- Knowledge of educational system, a plus



**Sandy Springs Education Force, Inc.
Executive Director Evaluation Form**

PERFORMANCE DEFINITIONS:

OUTSTANDING - Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The employee exhibits leadership among peers in all dimensions of the field of work performed.

SIGNIFICANTLY EXCEEDS EXPECTATIONS - Performance at this level often exceeds established expectations and standards for work quality, quantity and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

FULLY CAPABLE - Performance at this level is satisfactory on the established expectations and standards for work quality, quantity and timeliness. The employee competently achieves the requirements of the position.

NEEDS IMPROVEMENT - Performance at this level is minimally capable and below the expected level. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness. The employee performing at this level may be denied merit increases until fully capable performance is demonstrated.

UNSATISFACTORY - Performance at this level is unacceptable. The employee often fails to achieve basic requirements of the position and has exhibited little or no improvement in job performance. The employee performing at this level should not be continued in this position; or where extenuating circumstances exist, should be retained only upon significant improvements within a fixed period of time to be defined by the Employer.

NOT APPLICABLE – This area of performance is not applicable to the SSEF Organization at this time.

PERFORMANCE FACTORS:

1. ADMINISTRATION

1a. **PLANNING:** Develops short and long range plans and goals to meet SSEF objectives consistent with established priorities; sets appropriate priorities of needs and resulting services to be provided; anticipates and prepares for future requirements and devises contingencies; devises realistic plans.

1b. **BUDGETING AND ECONOMIC MANAGEMENT:** Prepares an appropriate budget with Chairperson and Treasurer and subsequently adheres to it; utilizes finances, budgets, facilities, equipment, materials and products to minimize costs; actively practices cost containment.

1c. **ORGANIZATION OF WORK:** Structures work in order to avoid crisis, promotes productivity, attains cost effectiveness, and delivers work on time. Involved in this process are the tasks of

allocating work, delineating responsibilities, scheduling activities, and adequately preparing for meetings and presentations.

1d. COMPLIANCE: Complies with established policies, procedures and directives; conducts SSEF functions in accordance with applicable Bylaws, laws, statutes, and regulations.

1e. PROBLEM SOLVING AND DECISION-MAKING: Identifies problem and acts to rectify them by employing analytical thinking and sound judgment.

1f. EVALUATION AND CONTROL: Practices regular and systematic review of SSEF operations to evaluate progress towards established goals; evaluates strategies employed in seeking those goals; implements remedial measures when necessary.

1g. RISK (LIABILITY) MANAGEMENT: Ensures that liability risk exposures are identified and treated when proposing new programs and services; evaluates and monitors established programs and services to identify areas which need revision due to changes in operation, legislation, policies and procedures; implements changes where needed to facilitate favorable loss experience; manages student/participant safety issues, including appropriate coverage, training or corrective action when necessary.

1i. PROGRAM MANAGEMENT: Works to create, implement, and monitor all programs in the eleven Sandy Springs schools that comply with the SSEF mission.

1j. VOLUNTEER- MENTOR MANAGEMENT: Creates and maintains a volunteer-mentor base to enlist community support in carrying out the SSEF mission in the schools and the community.

1h. FUND DEVELOPMENT: Uses knowledge of the Board and other resources to create/assist the Board in creating a fund development strategy; assists Board members in identifying and securing potential funders; identifies and writes grants; builds community relations with funding sources.

2. INTERPERSONAL

2a. ORAL COMMUNICATION: Effectively communicates orally with Board members, school administrators and staff, and community leaders; presents ideas in an organized, clear and concise manner, employs tact and discretion; listens well; offers appropriate feedback.

2b. WRITTEN COMMUNICATION: Prepares organized, clear, concise, accurate and informative letters, memos, reports and other documents which effectively fulfill content and timeliness requirements.

2c. COORDINATION/COLLABORATION: Works well with Board members, school administrators and staff, and community leaders; keeps information flowing to the appropriate parties vertically (down as well as up) and horizontally; facilitates communication and problems solving among parties when necessary.

2d. SUPERVISORY CONTROL: Effectively hires, assigns, directs, controls, evaluates performance, counsels and disciplines all other functions necessary or incidental to supervision; practices compliance with employment law guidelines and mandates.

2e. LEADERSHIP: Promotes cooperation and team work among employees; establishes high standards of conduct and job performance for staff; maintains open communication channels; delegates work; leads by example.

2f. STAFF APPRAISAL AND DEVELOPMENT: Provides good record of staff performance; reviews appraisal information with staff; aides staff in improving performance on current job; helps staff

in setting up and implementing development plans and objectives; cross-trains employees; encourages staff to participate in training.

3. INDIVIDUAL

3a. **EFFORT AND INITIATIVE:** Requires little work direction; exhibits persistence and initiative; puts forth a consistent, energetic effort; assumes full and complete responsibility for accomplishment of SSEF functions.

3b. **PROFESSIONAL/TECHNICAL COMPETENCE:** Realistic knowledge and competence of the field and applies up-to-date technical/professional principles, practices, and standards appropriate to the functions of the SSEF; acts as a resource person upon whom others can draw; professional demeanor maintained on a consistent basis.

3c. **INNOVATION:** Displays original and novel thought in creative efforts to improve on the status quo.

3d. **OBJECTIVITY:** Assesses issues, problems and decision situations based on the merits of the case presented; personal loyalties, biases, etc., does not influence SSEF decisions; personnel decisions made on the basis of equal opportunity and objective job-related criteria.

3e. **CREDIBILITY:** Through successful performance, instills the feeling of trust and dependability.

3f. **FLEXIBILITY:** Adapts well to change, both internally and externally.

4. LEADERSHIP

4a. **COACHING:** Communicates a positive attitude; serves as a catalyst for action, and encourages the Board and staff to try new things and to take calculated risks; provides honest feedback; minimizes tension and defensiveness; creates an environment for success; teaches and guides employees rather than controls.

4b. **EMPOWERING:** Creates awareness in others of their powers and self worth; involves others and shares powers in planning and decision-making; fosters leadership in others; challenges others to assume leadership roles and provides support by allowing them to risk, fail and learn; creates an environment in which others feel ownership for results and feel comfortable to take action to achieve desired results.

4c. **MODELING:** Believes in public service; treats all with respect and dignity and creates an atmosphere of mutual respect and trust. Serves as a catalyst for action and is a team player, believes in oneself and looks at problem as opportunities; uses powers in a positive way; keeps one's work: accepts responsibility for mistakes; insists on excellence (not perfection); communicates and reinforces by what they do - not what they say; adapts to changes as conditions and situations warrant.

4d. **TEAM BUILDING:** Builds group cohesiveness and pride; encourages cooperation; fosters and practices good communication, recognizes and rewards individuals and team accomplishments and contributions; shares success and rewards; manages conflict, which is inevitable.

4e. **VISIONING:** Establishes and articulates a vision of what could be; looks to and plans for the future; accepts new challenges, keeps an open mind.

4f. **SELF-DEVELOPMENT:** Is not static; prepares for the future; has the courage to identify and address shortcomings; is committed to self-improvement manages personal stress in positive ways.

Rank the executive director's performance using the following scale: 5=outstanding, 4=significantly exceed expectations, 3=fully capable, 2=needs improvement, 1=unsatisfactory, 0=not applicable

1. ADMINISTRATION

Performance Factor	Performance (From 5 to 0)	Comments
a. Planning		
b. Budgeting and Economic Management		
c. Organization of Work		
d. Compliance		
e. Problem Solving and Decision Making		
f. Evaluation and Control		
g. Risk (Liability) Management		
h. Fund Development		
i. Program Management		
j. Volunteer-Mentor Management		

2. INTERPERSONAL

Performance Factor	Performance (From 5 to 0)	Comments
a. Oral Communication		
b. Written Communication		
c. Coordination/Collaboration		
d. Supervisory Control		
e. Leadership		
f. Staff Appraisal and Development		

3. INDIVIDUAL

Performance Factor	Performance (From 5 to 0)	Comments
a. Effort and Initiative		
b. Professional and Technical		
c. Competence		
d. Innovation		
e. Objectivity		
f. Credibility		
g. Flexibility		

4. LEADERSHIP

Performance Factor	Performance (From 5 to 0)	Comments
a. Coaching		
b. Empowering		
c. Modeling		
d. Team Building		
e. Visioning		
f. Self-development		

OVERALL EVALUATION (Check one)

- Outstanding
- Significantly exceeds expectations
- Fully capable
- Needs improvement
- Unsatisfactory

What were the executive director's performance highlights in the past year?

What could have been most improved regarding the executive director's performance in the past year?

What should be the executive director's performance goals for the next year?

Evaluator's Signature _____ **Date** _____



**Sandy Springs Education Force, Inc.
Staff Development Policy**

Sandy Springs Education Force, Inc. (the "Organization") believes that staff development and learning should be an integral part of the Organization's strategic planning so that staff can perform their individual jobs effectively and, in doing so, ensure that the Organization achieves its objectives.

When funds permit, the Organization will assist employees to attend workshops, seminars, conferences and classes for continued staff development. Employees will help identify training needs by assisting the Executive Director of the Organization (the "Executive Director") in determining knowledge, skills and abilities necessary for job performance, areas in need of improvement, and career development goals. [The Board of Directors (the "Board") of the Organization will establish monetary limits on training annually.]

The Executive Director will be responsible for recording, monitoring and evaluating staff learning and development activities. Training requests must be submitted to the Executive Director of the Organization for consideration. Details of each learning activity must be submitted to the Executive Director on a form that will include: a description of the learning; agreed objectives; method of learning; resources needed; and evaluation of outcomes. In considering whether to grant training requests, the Executive Director will take into account budgetary constraints, work commitments and learning priorities necessary to fulfill the Organization's objectives. The staff member will complete the learning form with the Executive Director who will be responsible for ensuring that the learning is monitored and that the outcomes and effectiveness of the learning are fully discussed and recorded. The Executive Director will provide feedback on staff learning and development activities to the Board [on a quarterly basis.]

[Note: SSEF to provide information on specific development activities currently in place.]



Sandy Springs Education Force, Inc.
Board Member Nomination/Recruitment Process

Following is a process by which SSEF will recruit Board members when a vacancy occurs and/or for the annual slate of Directors that will be elected annually.

1. Existing Board members suggest candidates to be considered for Board Positions to the Nominating Committee.
2. Nominating Committee reviews suggestions and recruits other candidates as appropriate to fill skill sets needed and demographic requirements.
3. Nominating Committee brings the name of nominees that are proposed (chosen from Board and other input) to fill the "incoming class" to the Board for a "due diligence" discussion in a Board meeting or by email to gain additional insight into the potential candidate. At this time, the Board may be very knowledgeable of the candidate and how they could "fit" with SSEF; the Board may have a "tentative" vote on the nominee subject to the subsequent meeting with the candidate by a member(s) of the Executive Committee (see Step 6); and, barring any unforeseen circumstances, the candidate would be offered a seat on the Board if they express an interest.
4. Nominating Committee assigns a Committee member to contact potential nominee(s). If the candidate was nominated by another Board member, that Board member should contact the individual and review SSEF at a high level and, if there is interest, let them know that they will be contacted by a member of the Nominating Committee.
5. Assigned Nominating Committee member:
 - a. Speaks with potential nominee,
 - b. Sets up a meeting with them, and/or
 - c. Asks him/her to attend a Board meeting, committee meeting or program.
 - d. At this point the candidate should be given the SSEF Board Application/Profile sheet.
6. If the candidate expresses interest in the above meeting, Executive Director and nominating committee member meet with the candidate to discuss Board Commitment Sheet and how/where that person's talents best fit with SSEF. If this meeting is positive and the Board has already voted that this member should be offered a Board seat (step 3), the nominee can be offered a position on the SSEF Board.
7. Nominee's name brought to Board and their acceptance is confirmed by Board vote.
8. Nominee is notified by Nominating Committee member of Board acceptance.



Sandy Springs Education Force, Inc.
Board Member Job Description

GENERAL RESPONSIBILITIES

1. Obtain and review a working knowledge of Sandy Springs Education Force's mission, vision, programs, events, needs, goals and policies.
2. Review and approve program directions as well as long-range and short-term objectives, monitor performance, and develop policies that will guide Sandy Springs Education Force effectively, legally and ethically.
3. Maintain confidentiality of the information shared at Board meetings.
4. Assume leadership positions and undertake special assignments enthusiastically.
5. Participate in Sandy Springs Education Force evaluation process and share constructive comments and input with the Executive Director.
6. Provide input at Board and committee meetings and support the Board's majority decisions.
7. Establish a supportive partnership and teamwork relationship with staff, volunteers, and other Board members which offers clear direction and communicates respect.
8. Encourage leaders, potential leaders and community members to become involved with, support, and volunteer with Sandy Springs Education Force and its programs; inform officers and Program Committee of these individuals.
9. Act as an advocate for Sandy Springs Education Force in the community, at meetings, and at religious, social, and cultural events to attract the human and financial resources needed for efficient program operation.
10. Become knowledgeable about educational issues and trends that would impact Sandy Springs Education Force.

SPECIFIC RESPONSIBILITIES

1. Complete Board Member Conflict of Interest Letter.
2. Attend Board meetings:
 - Attend Sandy Springs Education Force Board meetings.

Prescribed and adopted by the Board pursuant to Article X, Amended and Restated Bylaws of Sandy Springs Education Force, Inc. as amended, restated and modified in March 2012, June 2012, March 2014, February 2018, May 2019 and April 2020.

- If unable to attend a meeting, inform Sandy Springs Education Force and give your proxy for issues to be voted upon to another director.
 - A Director's failure to attend three (3) consecutive board meetings ~~is~~ may be considered by the Governance Committee to be such Director's resignation.
3. Participate on Committee(s).
 - Serve on at least one committee other than the Development Committee; provided, however, that each Director shall also serve on the Development Committee for one (1) year during his/her first term of Board service.
 - Attend and actively participate in meetings.
 4. Attend programs/events as requested by officers and/or staff.
 5. Following the completion of one (1) year of Board service as a Director: If asked by the Nominating and Board Development Committee, serve as Mentor to a new incoming Board member during that Board member's first year in office. Mentorship shall be provided in accordance with the Nominating and Board Development Committee's instruction and guidelines.

FIDUCIARY RESPONSIBILITIES

1. Duty of Care: Exercise reasonable care when making a decision as a steward of Sandy Springs Education Force. Be well informed; know and understand the SSEF's mission, programs, and structure; and come prepared to meetings. Help set the strategic direction and policies to achieve its mission. Based on Sandy Springs Education Force goals, participate in ensuring that the Annual Budget and financial outcomes are maintained and monitored.
2. Duty of Loyalty: Act in the best interests of Sandy Springs Education Force; never use or be perceived to use information obtained as a member against the Organization or for personal gain. Represent the Organization to the public.
3. Duty of Obedience: Uphold Sandy Springs Education Force's mission and actively work to ensure that the Organization operates consistently within its mission and by-laws. Understand and monitor the SSEF's financial statements. Monitor the use of monetary/financial/human resources in order to ensure the health, sustainability, and vitality of the Organization.

PERSONAL FINANCIAL AND FUNDRAISING RESPONSIBILITIES

1. Actively participate in Sandy Springs Education Force revenue generation by working on at least one fund-raising strategy or donor initiative per year.
2. Provide on-going information about potential corporate and foundation resources; and when asked, help secure gifts, donations and sponsorships for programs.
3. Make an annual personal financial contribution to Sandy Springs Education Force of a minimum \$100 by September 30th of each year of Board service. After September 30th the Chairman shall send written reminders to Directors who have failed to make this required contribution, and a Director's failure to make his/her contribution after two (2) reminders in writing may be considered by the Governance Committee to be such Director's resignation.

I have read this Board Member Job Description and understand the responsibilities that I have agreed to accept.

Board Member's Signature

Date



Sandy Springs Education Force, Inc.
Mentor Job Description and Acceptance Form

Purpose

To provide a mechanism for new Board members to easily become engaged with the Organization and the Board, to build a welcoming Board culture, to efficiently use the talents of new Board members and to ensure clear Board expectations of all Board members.

Introduction

SSEF is committed to assisting new Board members in becoming fully-participating organizational members. SSEF will rely not only on the Mentors assigned to each new member, but will actively involve all Board members in assisting with new member engagement. SSEF understands that new Board members face a steep learning curve. SSEF's Mentor Policy and Procedure will assist new members in understanding the history, processes, vocabulary and inner-workings of the SSEF Organization.

Selection Process

A Board member who has at least one (1) year's experience on the Board will be selected as a Mentor to provide guidance and direction for the Mentee. Each Mentor-Mentee match will be determined by the Executive Committee.

Length of Service

Mentors will serve for one (1) year.

Mentor Responsibilities

- Meet with the new Board member before the Board Orientation – The parameters of the relationship will be discussed: how often to meet, the best way is to communicate, etc. Goals and objectives for the mentoring relationship will be set by both the Mentor and the Mentee. At the first meeting, the Mentor will help the Mentee understand what to expect at Orientation and at the first Board meeting. Additionally, the Mentor will use this as a time to gather information to create an introduction for the new Board member to be delivered to the Board at the first meeting.
- Participate in the New Board Member Orientation with the Mentee – Help fill-in gaps, offer context when necessary, and translate acronyms or terms that are used.

- Ensure that the Mentee is aware of his/her Board member responsibilities as described in the “Board Member Job Description” section of these Policies and Procedures, including without limitation:
 - That he/she is obligated to make a personal financial contribution to SSEF of a minimum of \$100 by August 31st of each year of his/her Board service, and that his/her failure to make such contribution after two (2) reminders in writing from the Chairman may be considered by the Governance Committee to be the Mentee’s resignation from the Board; and
 - That he/she is obligated to attend Board meetings, and that his/her failure to attend three (3) consecutive Board meetings may be considered by the Governance Committee to be the Mentee’s resignation from the Board.
- Arrive at the first Board meeting ahead of the Mentee – Be the first “friendly face” the new Board member sees upon arrival, get his/her name plate, save a seat next to your own at the board table, and ensure that he/she is introduced as people arrive to the meeting.
- Provide a formal, but informative, introduction of the Mentee to the Board – While Board members may have seen the new Board Member’s bio, this is an opportunity for the Mentor to fill-in the blanks and offer unique information or qualities about the Mentee.
- Serve as a coach during the Board meetings – Quietly provide additional background information, translate terms and acronyms, and help the Mentee navigate through the Board materials.
- Follow-up between Board meetings – Debrief after meetings by phone or in person: provide additional information, history, or perspective. Review the meeting’s agenda and ask specific questions that will prompt discussion.
- Invite the Mentee to events and committee meetings, if applicable. The Mentor will call the Mentee before appropriate meetings or events to arrange to attend together.
- Contact the Mentee when he/she misses a Board meeting – Ensure that he/she understands that attendance is important, that his/her participation was missed. Take the time to call and walk Mentee through some of the key discussion items.
- Check-in regarding committee assignments – Help the Mentee find the right committee on which to serve to ensure meaningful organizational engagement. Mentors will check-in on how committee service is going and identify and help solve any issues.
- Communicate with the Board Chair– Keep the Board Chair informed as to the Mentee’s progress. Suggest additional steps to help engage the new Board member.

I have read the above job description for a Mentor and accept this responsibility for this year, September _____ to May _____.

Board Member’s Signature

Date



Sandy Springs Education Force, Inc.
Acknowledgment of Board Member Job Description

I acknowledge that I have received and reviewed a copy of the Sandy Springs Education Force, Inc. Board Member Job Description. I further acknowledge that I understand my general and specific responsibilities as stated in the Job Description and am responsible for complying with these obligations. I acknowledge my understanding that Sandy Springs Education Force, Inc. (the "Organization") is a charitable organization, and that in order to maintain federal tax-exempt status, it must continuously engage in activities which accomplish one or more of its tax-exempt purposes. In keeping with that tax status, I understand that I have a fiduciary responsibility to the Organization. Lastly, I acknowledge that I have a responsibility to support Sandy Springs Education force financially and that I will make a personal contribution to the Organization as well as participate in fund-development activities.

Board Member's Signature

Printed Name

Date



**Sandy Springs Education Force, Inc.
Board Member Personal Profile Form**

Name:

Mailing Address:

Phone Numbers:

Home:

Cell:

Work:

Fax:

Email Address:

Profession/Occupation:

Company/Business:

Position:

Areas of Expertise:

Avocational Interests:

Professional Affiliations:

Brief Bio (250 words):



**Sandy Springs Education Force, Inc.
Board Member Self-Evaluation**

Name _____ Date _____

On a scale of 1 to 5: 5=Very Much Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Disagree Very Much, please complete the following:

1. The SSEF Board encourages and uses unique abilities of all members. ____
2. Change and new ideas are accepted on their merits. ____
3. There is an effective relationship between Board members and the Executive Director. ____
4. Most Board members work at being productive. ____
5. Most Board members are supportive of one another in working to meet the SSEF’s goals. ____
6. I understand the mission and support the purpose of SSEF. ____
7. I feel my strengths and abilities have been utilized effectively this year. ____
8. I feel that I have contributed the appropriate amount of time and energy to my work as an SSEF Board member. ____
9. I carry out my assignments carefully and within the desired time frame. ____

On a scale of 1 to 5, 5=Excellent, 4=Good, 3=Average, 2= Poor, 1=Very Poor, please complete the following:

10. Overall, I feel the Board’s performance during the past year has been ____.
11. Overall, I feel my performance during the past year has been ____.

I serve on the following Committees: _____.

I demonstrate my leadership ability in the following ways:

I contributed financially and was directly responsible for securing the following financial contributions:

Please share what you believe is the single greatest thing the Board could do to improve its performance.

Please share what you believe is the single greatest thing that you could do to improve your performance as a Board member.



Sandy Springs Education Force, Inc.
Policy Regarding Ethics, Conflicts of Interest
and Confidential Information

Amended and Restated
Effective June 30, 2012

Article I
Purpose

The purposes of this Amended and Restated Conflict of Interest Policy are: (a) to protect the interests of Sandy Springs Education Force, Inc., a tax-exempt organization (the "Organization"), when it is contemplating entering into a transaction or arrangement that might benefit (or appear to benefit) the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction; and (b) to address loyalty to the Organization by its officers and directors. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to, and the fiduciary duties of directors and officers of, nonprofit and charitable organizations. No transaction or arrangement may be approved, no undertaking ratified and no contract may be entered into without complying with this policy.

Article II
Definitions

1. An "Interested Person" is any Organization director, principal officer, or member of a committee or sub-committee with governing board delegated powers, or director, officer or member of any affiliate of the Organization, who has: (i) a Financial Interest; or a (ii) a Duality of Interest. For purposes of Article II, Section 8, a person who is determined to be a "disqualified person" of the Organization or any of its affiliates within the meaning of Section 4958 of the Code shall be deemed an Interested Person.

2. A person has a "Financial Interest" if the person has (or might appear to have), directly or indirectly, through business, investment, or Family:

a. An ownership or investment interest in any Entity with which the Organization or any of its affiliates has an existing transaction or arrangement;

b. A compensation arrangement with the Organization or any of its affiliates or with any Entity or individual with which the Organization has an existing transaction or arrangement, or

c. An existing or potential ownership or investment interest in, or compensation arrangement with, any Entity or individual with which the Organization is negotiating a transaction or arrangement.

A Financial Interest is not necessarily a Conflict of Interest, as defined in Article II, Section 8, below. Under Article III, Section 2, a person who has a Financial Interest may have a Conflict of Interest only if the board of directors of the Organization (the “Board of Directors”) or appropriate committee thereof makes a determination as described in Article II, Section 8, below, that a Conflict of Interest exists.

3. A person has a “Duality of Interest” if the person has (or might appear to have), directly or indirectly, through business, investment, or Family, any impediment to being impartial and loyal, such as (a) a personal, professional, business or volunteer position, responsibility or interest or (b) a conflicting duty to another entity, where the individual’s allegiance may be split between the Organization and another Entity. In general, a Duality of Interest exists where there is a situation or relationship that may cause an observer to question whether there is an impediment to impartiality on the part of a person.

4. An “Entity” is any corporation, partnership, joint venture, limited liability company, association, trust, governmental authority, unincorporated association, or as applicable, any other entity.

5. “Family” includes any spouse, father, mother, brother, sister, lineal descendant, lineal descendant of a spouse or person living in the same household.

6. “Code” means the Internal Revenue Code of 1986, as amended from time to time, and any corresponding provisions of any applicable future United States Internal Revenue law, and all regulations issued under such sections and provisions.

7. “Compensation” includes direct and indirect remuneration as well as gifts or favors that are not insubstantial in nature.

8. A “Conflict of Interest” of an Interested Person exists when, according to the determination of the non-interested members of the Board of Directors or appropriate committee thereof, there is a reasonable expectation that the Interested Person’s judgment (i) with respect to a transaction or arrangement, would be influenced on account of or in connection with his or her Financial Interest in the transaction or arrangement; or (ii) with respect to a decision to be made by the Board of Directors, would be influenced on account of or in connection with his or her Duality of Interest in the decision.

Article III Procedures

1. Duty to Disclose. In connection with any actual or possible Conflict of Interest, an Interested Person must disclose the existence of the Financial Interest or Duality of Interest and all material facts relating thereto to the Board of Directors and members of committees with governing board delegated powers (each, a “Committee”) considering the proposed transaction, arrangement Prescribed and adopted by the Board pursuant to Article X, Amended and Restated Bylaws of Sandy Springs Education Force, Inc. as amended, restated and modified in March 2012, June 2012, March 2014, February 2018, May 2019 and April 2020.

or decision of the Board. Such disclosure must be made promptly upon discovery by the Interested Person of the facts constituting the Financial Interest or Duality of Interest, and before any action is taken by the Board of Directors or any Committee on any transaction, arrangement or decision as to which such Interested Person has a Financial Interest or Duality of Interest. Each director, principal officer, and member of any Committee must be required to agree to disclose in a timely manner all material facts relating to any potential Financial Interest or Duality of Interest which may serve to cause such person to be an Interested Person.

2. Determining Whether a Conflict of Interest Exists. After disclosure of the Financial Interest or Duality of Interest and all material facts relating thereto pursuant to Article III, Section 1, and after the Interested Person has provided any other requested information sufficient for the non-interested members of the Board of Directors or Committees to determine whether such member has a Conflict of Interest, the non-interested members of the Board of Directors or Committees shall discuss and determine by majority vote, based upon the available disclosures and information, whether a Conflict of Interest exists. The Interested Person as to whom such a discussion or vote is being held may not be present during such discussion or vote, nor may any other person who is an Interested Person with respect to the transaction, arrangement or decision at hand be present.

3. Procedures for Addressing a Financial Interest Conflict of Interest. If the Board of Directors or the Committee determines that there is a Conflict of Interest resulting from a Financial Interest with respect to an Interested Person, the following procedures must be followed:

a. An Interested Person may make a presentation at the Board of Directors or Committee meeting, but after the presentation, he/she shall cease to participate in such meeting, will not be counted for purposes of a quorum, will not participate in the discussion of and will not vote upon the transaction or arrangement that results in a Conflict of Interest;

b. The chairperson of the Board of Directors or Committee shall, if appropriate, as determined by the Board of Directors or the Committee, appoint a non-interested person or Committee to investigate alternatives to the proposed transaction or arrangement;

c. After exercising due diligence, the Board of Directors or Committee shall, if it considers such action appropriate, determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a Conflict of Interest;

d. To the extent appropriate to protect the Organization's interests, the non-interested members of the Board of Directors or Committee (provided all such persons are unrelated to, and not subject to the control of the Interested Person) shall obtain appropriate data as to the "comparability" of the proposed transaction or arrangement. In determining the "comparability" of the proposed transaction or arrangement, the non-interested members of the Board of Directors or Committee shall seek to determine whether the transaction or arrangement is comparable to a similar transaction or arrangement undertaken at arm's-length for fair market value;

e. After exercising due diligence in accordance with the foregoing and after a determination that a more advantageous transaction or arrangement is not reasonably attainable under the circumstances that would not give rise to the Conflict of Interest, the Board of Directors or

Committee shall determine by a majority vote of the non-interested members whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is reasonable and fair to the Organization. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement; and

f. The Board of Directors and any relevant Committee must adequately document the basis for the determination.

4. Procedures for Addressing a Duality of Interest Conflict of Interest. If the Board of Directors or the Committee determines that there is a Conflict of Interest resulting from a Duality of Interest with respect to an Interested Person, such Interested Person shall cease to participate in such meeting, will not be counted for purposes of a quorum, will not participate in the discussion of and will not vote upon the decision that implicates the Conflict of Interest resulting from a Duality of Interest.

5. Violations of the Conflicts of Interest Policy.

a. If the Board of Directors or Committee has reasonable cause to believe a member has failed to disclose actual or possible Conflicts of Interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board of Directors or Committee determines the member has failed to disclose an actual or possible Conflict of Interest, it shall take appropriate disciplinary and corrective action.

6. Confidentiality. All information concerning any actual or possible Conflict of Interest shall be held in confidence unless the best interests of the Organization dictate otherwise. Any disclosure beyond the members of the Board of Directors or Committee members considering the proposed transaction or arrangement shall take place only upon majority vote of the Board of Directors.

Article IV Records of Proceedings

The minutes of the Board of Directors and all Committees shall contain:

a. The names of the persons who disclosed or otherwise were found to have a Financial Interest or Duality of Interest in connection with an actual or possible Conflict of Interest, the nature of the Financial Interest or Duality Interest, any action taken to determine whether a Conflict of Interest was present, and the Board of Directors' or Committee's decision as to whether a Conflict of Interest in fact existed;

b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement; and

c. A record of any votes taken in connection with the proceedings.

Article V Compensation

a. A voting member of the Board of Directors who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

b. A voting member of any Committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

c. No voting member of the Board of Directors or any Committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any Committee regarding compensation.

d. Members of the Board of Directors or any Committee whose jurisdiction includes compensation matters shall, by majority vote, approve any compensation arrangement between the Organization and any Family member or affiliate of a member of the Board of Directors or Committee, as applicable. Such member of the Board of Directors or Committee, as applicable, shall not participate in the vote on such compensation arrangement.

Article VII Annual Statements

Each director, principal officer and member of a Committee shall annually sign a statement which affirms such person:

- a. Has received a copy of this policy;
- b. Has read and understands the policy;
- c. Has agreed to comply with the policy; and

d. Understands the Organization is charitable and that in order to maintain its federal tax-exempt status, it must continuously engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Article VIII Periodic Reviews

To ensure the Organization, and if applicable its affiliates, operates in a manner consistent with charitable purposes and do not engage in activities that could jeopardize its federal tax-exempt status, periodic reviews shall be conducted. The Board of Directors must periodically verify that:

a. Compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length negotiations;

b. No acquisitions of assets, property or services result in inurement or impermissible private benefit; and

c. All partnership and joint venture arrangements, service contracts and arrangements to which the Organization or any affiliate is a party conform to written policies of the Organization, are properly recorded, reflect reasonable investment or payments for goods and services, further the Organization's charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Article IX Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of Directors of its responsibility for ensuring that periodic reviews are conducted.

Compliance with Federal Law on Excess Benefit Transactions

In any transaction between the Organization and a "disqualified person" (generally, an officer, director and certain related individuals or entities, or any other person in a position to exercise substantial influence over the Organization within the prior five (5) years) as set forth in Section 4958 of the Code, the Organization shall seek to take advantage of the safe harbor provisions under applicable Treasury Regulations. Specifically, the Board of Directors or Committee thereof will observe as closely as possible the following procedures:

- 1) The transaction will be approved only if its terms are reasonable, in the case of compensation arrangements, or at fair market value, in the case of transfer or use of property;
- 2) The transaction will be approved in advance by a body of directors or other appropriate decision makers who do not have any conflict of interest in regard to the transaction;
- 3) The approving body will obtain and rely upon appropriate data as to comparable transactions involving similarly situated organizations; and
- 4) At the time of approving the transaction, the approving body will document its basis for determining that the transaction is fair and reasonable.



Sandy Springs Education Force, Inc.

Acknowledgment of Amended and Restated Conflict of Interest Policy and Confidentiality Agreement

I acknowledge that I have received and reviewed a copy of the Sandy Springs Education Force, Inc. Amended and Restated Conflict of Interest Policy (the "Policy"). I further acknowledge that I understand the Policy and am responsible for complying with the contents of the Policy. I acknowledge my understanding that Sandy Springs Education Force, Inc. (the "Organization") is a charitable organization, and that in order to maintain federal tax-exempt status, it must continuously engage in activities which accomplish one or more of its tax-exempt purposes. I agree to disclose in a timely manner, pursuant to Article 3, Section 1 of the Policy, all material facts relating to any potential Financial Interest (as defined in the Policy) or Duality of Interest (as defined in the Policy). I further agree to answer any questions about any potential Financial Interest or Duality of Interest that I disclose.

[I also acknowledge that I have access belonging to the Organization which is not available to the general public, including without limitation, personal and financial information on current and prospective donors to the Organization, information regarding government and/or private contracts, and information protected by the attorney-client and attorney work product privilege (the "Confidential Information"). I further acknowledge that the Organization at all times is and will remain the owner of the Confidential Information, and I agree, as part of my duty of loyalty to the Organization, (i) to preserve the confidentiality of all such Confidential Information; (ii) to use such Confidential Information only for legitimate business purposes of the Organization; and (iii) to use and protect such Confidential Information consistent with the manner in which the Organization uses and protects such Confidential Information.]

Signature

Printed Name

Date



Sandy Springs Education Force, Inc.
Whistleblower Policy
Adopted March 2012

Purpose

To provide a mechanism for employees, officers, directors, vendors and volunteers to raise good faith concerns regarding suspected violations of law and/or organizational policy on the part of Sandy Springs Education Force, Inc. (the "**Organization**") or its employees and to protect individuals who take such actions from retaliation.

Introduction

The Organization is committed to honesty, integrity and ethical practice in all areas of operation and expects all employees, board members, volunteers and vendors of the Organization to act in accordance with the highest ethical standards in the performance of their responsibilities. It requires full compliance with all applicable laws and regulations and organizational policies and procedures. The Organization relies on all board members, volunteers and vendors of the Organization to conduct themselves in accordance with the requirements and spirit of this policy and to report any suspected violations of this policy or other questionable matters without fear of retaliation. This policy pertains to employees, officers, directors and volunteers.

Reporting Responsibility

It is the responsibility of all directors, officers, employees and volunteers to comply with all applicable laws and organizational policies, and to report violations or suspected violations of laws or policies in accordance with this Whistleblower Policy. Volunteers are also encouraged to report any suspected violations and may do so without fear of retaliation.

No Retaliation

No employee, officer, director or volunteer who in good faith reports a violation of an applicable law or policy shall suffer harassment, retaliation or adverse employment consequence. Any officer, director, employee or volunteer who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment or, for non-employees, termination of the individual's affiliation with the Organization. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the Organization prior to seeking resolution outside the Organization. Those who believe they have been subjected to retaliation because they have made a report or participated in an investigation should immediately report such suspected retaliation to the Compliance Officer in the same manner as described under Reporting Violations.

Reporting Violations

The Organization encourages open communication and suggests that officers, directors, employees and volunteers share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, the Executive Director is in the best position to address the concerns of volunteers and employees, and the Board Chair is in the best position to address concerns of officers and directors. If an individual is not comfortable speaking with the Executive Director or Board Chair or is not satisfied with his/her response, the individual should speak with someone on the Board of Directors the individual is comfortable approaching or contact the Organization's Compliance Officer directly. To facilitate a complete investigation, individuals reporting suspected violations should provide as many details as possible, including a description of the questionable practice or behavior, the names of any persons involved, the names of possible witnesses, dates, times and places, and any other available details.

The Executive Director, officers and members of the Board of Directors must immediately report any suspected violations of applicable law or policy to the Organization's Compliance Officer. The Compliance Officer has a specific responsibility to investigate all reported violations. Any staff member, officer or director who fails to report suspected violations in accordance with this policy, or who otherwise fails to properly handle such allegations, may be subject to disciplinary action.

Notwithstanding the foregoing, all cases of suspected fraud should be reported directly to the Compliance Officer.

Compliance Officer Appointment and Responsibility

Each year, at the Organization's annual meeting, the Organization will appoint a member of the Board of Directors to serve as the Compliance Officer. The Compliance Officer is responsible for investigating and resolving all complaints and allegations concerning violations of applicable law or policy. At his or her discretion, the Compliance Officer may advise the Executive Director of suspected violations.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of applicable law or policy must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. The Organization will not retaliate against individuals for complaints made in good faith. However, any allegations that prove not to be substantiated and which prove to have been made maliciously or when the individual knew the allegations to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be reported on a confidential basis by the complainant or may be reported anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation and to correct unlawful or unethical practices.

Handling of Reported Violations

The Compliance Officer will acknowledge receipt of the reported violation or suspected violation within five business days of receipt. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation. The Compliance Officer will notify the individual who submitted the complaint when an investigation has been completed.

I have read, understand and agree to observe and comply with the Organization’s Whistleblower Policy.

Signature

Printed Name

Date



Sandy Springs Education Force, Inc.
Document Retention and Destruction Policy

Adopted March 2012

Sandy Springs Education Force, Inc. (the “**Organization**”) maintains this policy to retain only records that are needed to operate the business and dispose of all other records except those that the Organization is legally required to preserve. This policy applies to all records of the Organization, including all paper, e-mail, voicemail and computer files. Records that are retained under this policy will be maintained by the Executive Director or a member of the Executive Committee.

Document Retention

Documents will be retained in accordance with the following schedule:

Type of Document	Minimum Requirement
Audit reports	Permanently
Bank Reconciliations	7 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Construction records for development projects	6 years after the date of completion of the project
Deeds, mortgages, and bills of sale	Permanently
Depreciation Schedules	Permanently
Charitable Contributions (including name and address of each contributor and the date and amount of the contribution)	7 years
Grant Proposals and documentation	4 years
Gift Acknowledgements (of charitable contributions)	7 years
Insurance Policies (expired)	4 years
Insurance records, current accident reports, claims, policies, etc.	Permanently
IRS correspondence	Permanently
Invoices or demand letters	7 years
I-9s	3 years after date of hire or 1 year after termination, whichever is later

Prescribed and adopted by the Board pursuant to Article X, Amended and Restated Bylaws of Sandy Springs Education Force, Inc. as amended, restated and modified in March 2012, June 2012, March 2014, February 2018, May 2019 and April 2020.

Legal Files (related to pending, settled or threatened lawsuits)	Permanently
Minutes of board meetings, corporate resolutions, bylaws and articles of incorporation	Permanently
Personnel records and personnel files	7 years after the last date of the employee's active employment
Payroll records and summaries	7 years
Retirement and pension records	7 years (from filing date)
State registrations and filings	Permanently
Tax returns, worksheets and other tax-related filings (including application and correspondence regarding tax-exempt 501(c)(3) status)	Permanently
Timesheets	7 years
Trademark registrations and copyrights, if applicable	Permanently
Withholding tax statements	7 years
Emails	Maximum of 180 days for emails not classified as one of the above categories of records

Audits

Audits of the Organization's records will be conducted by the Organization as needed (determined by the Executive Committee) and will be provided to every Board member. The audits will ensure that all records that are needed are kept and properly recorded.

Disposal of Documents

The Organization's fiscal year is July 1 through June 30. Each year after the tax return of the Organization has been filed and all financial audits (if performed) are complete, all documents that are not required to be retained under this policy will be disposed of. Paper records will be shredded, and computer files will be deleted.

Exception to the Policy for Pending Litigation or Government Investigations

Notwithstanding anything to the contrary in this Document Retention and Destruction Policy, no documents will be altered, mutilated, destroyed or falsified during any period when there is pending or threatened litigation, or when there is a pending government investigation, involving the Organization.

Confidentiality of Information to Be Maintained

All personal data that involves the safety and security of the Organization's clients, volunteers and Board members will be kept confidential. Criminal background records of volunteers will be maintained only for use by the Organization.



Sandy Springs Education Force, Inc.
Policy Against Harassment and Discrimination

Adopted March 2012

Sandy Springs Education Force, Inc. (the "**Organization**") strives to foster a work environment free of harassment, discrimination, intimidation and insult. The Organization expects that all directors, staff and volunteers will treat each other with fairness and respect. Harassment or discrimination on the basis of race, religion, color, gender, age, national origin or disability, or any other basis of harassment or discrimination prohibited under state or local law, will not be tolerated and is strictly prohibited. Harassment of this type is illegal and contrary to the policy of the Organization.

Harassment is a form of misconduct that undermines both personal and professional relationships in the workplace. It adversely affects morale, demeans the individual who is the subject of the harassment, and could have devastating effects on the Organization. The Organization believes that courteous, mutually respectful, pleasant, non-coercive interactions among directors, staff and volunteers will best serve the well-being of each individual and the success of the Organization.

Any person who believes that he or she is the victim of any type of harassment or discriminatory conduct should bring that conduct to the immediate attention of the Executive Director, the Chairman of the Board of Directors or another member of the Board of Directors. The Organization will conduct a confidential, prompt and thorough investigation of all circumstances surrounding the alleged incident. If the investigation reveals that an individual has committed an act of discrimination or harassment, that individual will be subject to disciplinary action, up to and including termination of the individual's affiliation with the Organization.

Retaliation in any form against an individual who complains of discrimination or harassment is strictly prohibited and will result in appropriate disciplinary action. Further, any supervisory employee or management volunteer who fails to take appropriate action to resolve a complaint of discrimination or harassment that was made to them will also be disciplined, and his or her affiliation with the Organization may be terminated.

I have read, understand and agree to observe and comply with the Organization's Policy Against Harassment and Discrimination.

Signature

Printed Name

Date



**Sandy Springs Education Force, Inc.
SSEF Standing Committees**

SSEF Committees and Chairs	Roles & Responsibilities	Committee Members
Executive	Oversees operations of the board; often acts on behalf of the board during on-demand activities that occur between meetings, and these acts are later presented for full board review; comprised of board chair, chair-elect, vice-chair, secretary, treasurer, and past-chair	
Nominating & Board Development* <i>*Appointed by Chair/Determined by Bylaws</i>	Identifies needed board member skills, suggests potential members Recommends slate of Directors for election at the annual meeting. Nominates the slate of Officers of the Corporation for election at the annual meeting. Orients, trains and engages new Directors; Establishes evaluation criteria and perform evaluations of the Directors and counsels in coordination with the Chair with any Director who is not fulfilling his or her obligations to the Board.	
Finance* <i>*Appointed by Chair/Determined by Bylaws</i>	Oversees development of the budget; ensures accurate tracking/monitoring/accountability for funds; ensures adequate financial controls; reviews major grants and associated terms	
Development/Fundraising	Oversees development and implementation of the Development and Fundraising Plan; identifies and solicits funds from external sources of support, works directly with the Development personnel; Works with Marketing to oversee the implementation of community events to engage and reinforce prospective and current financial donors, partners, and sponsors, and build general community awareness of SSEF	
Program	Guides development and implementation of SSEF programs and services; conducts evaluation of programs and services to confirm effectiveness; acts as link between the board and the staff on program activities	
Marketing	Oversees development and implementation of the Marketing Plan, Manages the representation of the Organization to the community through public relations and advertising; enhances the Organization's image, including communications with the press; Oversees the implementation of community events to engage and reinforce prospective and current financial donors, partners, and sponsors, and build general community awareness of SSEF	
Governance and Policy* <i>*Appointed by Chair/Determined by Bylaws</i>	Reviews the Bylaws and the policies and procedures of the Corporation annually and shall recommend changes to the Board as appropriate.	
Volunteer Management	Creates programs and processes to recruit and maintain contact with new, existing and past volunteers; works in cooperation with other Committees to facilitate better use of volunteer resources, and to aid communication between volunteers and the Organization; responsible for Volunteer Appreciation	



**Sandy Springs Education Force, Inc.
Legal Compliance Statement**

Sandy Springs Education Force, Inc. shall be knowledgeable about and comply with applicable federal and state laws and regulations, including without limitation laws and regulations pertaining to nonprofit management, reporting and governance.



Sandy Springs Education Force, Inc.
Program Determination-Implementation Procedure

1. Program committee should meet with each Principal once each year to assess schools needs and inform them of current/proposed/possible SSEF programs
2. The Executive Director, with the support of the Program Committee will document the ongoing and evolving needs articulated by each school.
3. It shall be the responsibility of the Program Committee to keep abreast of “educational needs and opportunities” which could pertain to the Sandy Springs Community.
4. The Executive Director will keep a file of possible program opportunities and potential partners/providers.
5. The Program committee will remain open to suggestions for programs/projects from other Board Members, schools, partners
6. When Idea is presented to SSEF (SEEF sees need, SSEF contacted by school or outside organization, SSEF contacted by individual). The SSEF representative does very preliminary investigation and requests it be put on the Program Committee Agenda.
7. The Program Committee shall discuss said initiative to determine it’s relevance to meet the goals and objectives of the SSEF Strategic Plan. Based on their evaluation the committee may:
 - a. File for future information or implementation – and report to the contact of the decision, hopefully being able to offer other suggestions for meeting their need
 - b. Prepare a preliminary report to the Board for approval to proceed with fact finding and feasibility determination
 - c. Complete a Program evaluation sheet and formulate a set of recommended actions/implementation for presentation to the full Board.
 - d. When Board Approval is secured, the Program Committee will assist the Executive Director and work with other SSEF committees to Secure the appropriate resources and finalize an implementation plan.
 - e. The Program Committee will work with partners and the SSEF PR committee in preparing all materials for use in marketing, publicizing or explaining SSEF programs.
 - f. The Program committee shall be responsible for assuring that appropriate evaluation tools are in place before beginning the implementation.
 - g. The Program committee shall review the evaluations at pre-determined check points in the program and report on results to the Board.
 - h. Each year all of the program shall be reviewed to determine the appropriate level of SSEF support for the upcoming year and work with all partners to prepare a continuation plan. If SSEF involvement is no longer appropriate the Program Committee

- shall ascertain that a smooth transition is in place to insure the continued success of the program as needs dictate.
- i. Each year it shall be the responsibility of the Program committee with the Executive Director to prepare a program recommendation with careful attention to needed resources for the next two or three years for the upcoming year to be used as input to the strategic plan and Development committee.
 - j. The Program committee shall be encouraged to seek additional volunteers and partnerships in implementing and tracking all programs and initiatives.



**Sandy Springs Education Force, Inc.
Program Evaluation Worksheet**

• Date of proposal
• Name of program
• Student Evaluation
○ # Students anticipated?
○ % Free and Reduced lunch for the school
○ % Free and Reduced lunch for the proposed program
○ % of mobility of students
○ % of English as second language
• School Evaluation
○ Rating (1-10) of Principal's support
○ Rating (1-10) of the staff's support
○ Rating (1-10) of parental support
○ Rating (1-10) of the PTSA's support
○ Rating of parental engagement (1-10)
○ Standardized test scores (fill in below)
▪ 1
▪ 2
▪ 3
○ Ranking of school per county
• Volunteer Evaluation
○ Is there a history of active volunteerism in the school? Y/N?
○ Volunteer team in place. Y/N
○ # of Volunteers needed
○ What or who is the source for obtaining volunteers?
○ Who is the single point of contact for volunteers?

<ul style="list-style-type: none"> • Program Evaluation
<ul style="list-style-type: none"> ○ Does Proposed Program meet an identified need in the school?
<ul style="list-style-type: none"> ○ Does Program align with school's strategic plan?
<ul style="list-style-type: none"> ○ Does Proposed Program align with at least 2-3 of SSEF's program values?
<ul style="list-style-type: none"> ▪ 1. Develop personal and internal desire to set/attain realistic goals
<ul style="list-style-type: none"> ▪ 2. Strengthen Life skills
<ul style="list-style-type: none"> ▪ 3. Reduce Teen crime and gang involvement
<ul style="list-style-type: none"> ▪ 4. Reduce Teen pregnancy
<ul style="list-style-type: none"> ▪ 5. Improve academic performance
<ul style="list-style-type: none"> ▪ 6. Decrease dropout rate, increase graduation rate
<ul style="list-style-type: none"> ▪ 7. Broaden perspective of cultural/economic values and options
<ul style="list-style-type: none"> ▪ 8. Seek greater parental involvement in the lives of their children
<ul style="list-style-type: none"> ▪ 9. Program is broad enough to include total student body. Y/N
<ul style="list-style-type: none"> ○ # of SSEF programs currently at this school
<ul style="list-style-type: none"> ○ Rating (1-10) of community engagement for this program
<ul style="list-style-type: none"> ○ Rating (1-10) Complexity of proposed program
<ul style="list-style-type: none"> ○ Rating (1-10) of proposed program's self-sustainability after SSEF launch?
<ul style="list-style-type: none"> ○ Opportunity for continuing to other schools? (Y/N)
<ul style="list-style-type: none"> • SSEF resources needed:
<ul style="list-style-type: none"> ○ In Kind resources
<ul style="list-style-type: none"> ○ Financial support
<ul style="list-style-type: none"> ○ SSEF volunteers (number)
<ul style="list-style-type: none"> ○ Other
<ul style="list-style-type: none"> • School Resources needed:
<ul style="list-style-type: none"> ○ In-Kind resources
<ul style="list-style-type: none"> ○ Financial
<ul style="list-style-type: none"> ○ Other
<ul style="list-style-type: none"> • Requested Program launch date
<ul style="list-style-type: none"> • Cost of program proposal.
<ul style="list-style-type: none"> • SSEF Approval? (Y/N)
<ul style="list-style-type: none"> • Scheduled launch date:



Sandy Springs Education Force, Inc.
New Program Recommendation Form
Revised June 2012

Status _____ (for Program Committee use only)

SSEF Mission Statement: To create opportunities that educate, inspire and prepare public school students in Sandy Springs for a competitive world.

SSEF Program Definition: A SSEF program is a time-bound plan of action aimed at accomplishing measurable objectives focusing on, but not limited to, our targeted population.

Definition of target population: Our targeted population is any student who is at risk of not graduating high school due to economic, academic or other barriers to success. SSEF programs help fill the gap where other resources are not available. We are focusing on those students who would not otherwise have these opportunities.

Thank you for suggesting a program for our consideration: In order to more fully understand your suggestion we would like to ask you to answer the questions below, **however, you do not need to have all of the answers BEFORE you let us know about your idea.** Please complete at least the first four highlighted questions below and send this form to the Program Committee chairperson (can be done electronically), the committee will then begin to review your suggestion and we will get back to you.

Date of request: _____

NAME of Recommended Program: _____

Is the program new? _____ An expansion of a current program? _____ A continuing program? _____

Note: Continuing programs need only complete those areas which will be changing for the coming school year i.e. program description, role of SSEF, partners, or financial requirements for SSEF.

Which school or schools are involved?

Name of SSEF Champion for this program:

When would the program be implemented?

Brief description of the recommended program:

1. How does the proposed program align with the SSEF mission?
2. What role is being requested of SSEF? Answer all that apply.
 - Financial? Amount?
 - Organizer? Contact?
 - Implementation?
 - On-going operational?
3. How does the program you are recommending meet a clearly defined need?
4. In your estimation, how many of our targeted population will the program reach?
5. Who would be SSEF's implementation partners?
 - Financial -
 - Supplies -
 - Volunteers -
6. Who would be the on-going partners once it is implemented, to maintain the program?
 - Who would be providing the volunteers?
 - How many would be needed to maintain the suggested program?

- Who would be providing the ongoing financial support once implemented?
- Who would be providing the supplies, equipment etc. once the program is implemented?

This completes the questions needed for initial Program Committee consideration.

Below are additional questions for Program Committee members.

- Are there funds, volunteers, other resources currently available for this program?
- How will target population be engaged to participate in this program?
- How will measureable results be administered, collected and reported?
- Does the timing of implementation work for the school? for SSEF?