



**WE RISE
BY LIFTING
OTHERS**



**BOARD MEMBER
MANUAL FY2025**

From our Chairwoman and CEO

Dear New Board Member:

We are very pleased to welcome you and would like to express our sincere thanks for your commitment to serve on the Rise Recovery Board of Directors.

We are dedicated to continuing our lifesaving efforts; to meet the ever-expanding needs of the greater San Antonio recovery community and beyond. We believe the Board's vision, service, and leadership is critical to our mission, and we look forward to utilizing your invaluable insight as we move forward.

It is our hope that this manual will provide you with the necessary information about Rise Recovery to help you better understand our core vision, mission, values, and rich history that has served our community for nearly 50 years.

You will have the opportunity to create an everlasting footprint in the lives of youth, young adults, and families finding recovery from the devastating impacts of drug and alcohol use.

We are always available to provide you with the resources and information you need as a Rise Recovery Trustee. Thank you for your willingness to become a part of a distinct and unique group of people that care deeply about the lives of others.

Sincerely,



Beth Wammack
Chairwoman



CEO



Our Vision

We envision an always-accessible community filled with strength, hope, and love in which all can reach our full potential, finding joy and purpose in our sustained recovery.

Our Mission

The mission of Rise Recovery is to help teens, young adults, and families overcome the effects of drugs and alcohol, and partner with the community in education and prevention.

Our Values

Be Radically Candid

We inspire others to do the best work of their lives, which requires interacting with empathy while communicating with honesty and transparency.

Embrace the Journey

We acknowledge the challenges we face, and understand that our purpose is rooted in the unwavering determination to fight alongside the people we serve.

Serve with Excellence

We add enthusiasm and compassion to everything we do, embracing every task with purpose. We go the extra mile, making sure every interaction is filled with warmth, professionalism and care.

Our History

In 1971, the Palmer Drug Abuse Program (PDAP) was founded in Houston. In 1977, PDAP was established in San Antonio by the late Reverend (then Bishop) John McNaughton with donated offices and meeting space at Christ Episcopal Church. Our non-profit organization was founded as a faith-inspired resource to community families, offering solutions to eliminate the devastating impacts and stigma of substance use. By 2014, our services expanded. The new name was created to support expanding services necessary to respond to the growing community need. Rise Recovery has met that need by offering support groups, recovery mentoring, counseling, prevention education, and longstanding partnerships with public schools, Child Protective Services and Juvenile Probation. We offer an environment of unconditional love, acceptance and empathy, and aim to be accessible to every community member who could benefit from our services.

Addressing Youth Substance Use Through Comprehensive, Evidence-Based Support

Rise Recovery has been dedicated to addressing the devastating impact of substance use on our youth, young adults, and families for over 45 years. We are deeply committed to providing accessible, recovery-oriented services that empower individuals to overcome the effects of drugs and alcohol.

Our community faces significant challenges, including the normalization of cannabis use among youth, the proliferation of unregulated cannabis products, and the alarming rise of fentanyl-related deaths. In 2020, 788,000 teenagers aged 12-17 in the United States met the criteria for Illicit Drug Use Disorder. The average age of first use in Bexar County is alarmingly low at 12.5 years old.

At Rise Recovery, we believe in eliminating barriers to treatment and providing comprehensive, evidence-based support to those in need. Our approach is centered on four critical tools that have shown significant effectiveness in addressing youth substance use:

- **Barrier-free services:** We believe recovery resources should be barrier-free. For that reason, our services are at no cost to participants, ensuring that financial constraints do not prevent anyone from accessing the help they need
- **Family support:** Family involvement is a vital predictor of healthy development for youth and a potent resource for countervailing risky behavior.
- **Peer support:** Peer-based recovery models have become an evidence-based practice for strengthening wellness and recovery.

Through our innovative programs and partnerships, we strive to create a recovery-oriented system of care that fosters hope, healing, and long-term success. Our peer support model, where 100% of our peer recovery specialist staff are in recovery themselves, has proven to be a critical ingredient in motivating youth to consider abstinence.

We invite you to learn more about our programs and join us in our mission to transform lives and build a stronger, healthier community. Together, we can make a difference for those affected by substance use.

FY25 Rise Recovery Program and Services

Youth APG Program Our Youth Alternative Peer Group (APG) program provides a supportive community for teens struggling with substance use. Through peer counseling, education classes, group meetings, and sober social activities, we help young people build a strong foundation for recovery.

Young Adult APG Program Designed for individuals aged 18-35, our Young Adult APG program offers peer recovery support, counseling, and social activities tailored to the unique challenges faced by this age group.

Family APG Program Recognizing that addiction affects the entire family, our Family APG program provides support groups, counseling, and education for family members. This program is essential in creating a supportive home environment and increasing the chances of successful recovery.

Rise Inspire Academy Rise Inspire Academy is our innovative recovery high school, providing a high-quality education and recovery-oriented student life for high school-aged youth seeking sobriety. This program combines academic excellence with comprehensive recovery support.

In-School "Just Say Yes" Program Our "Just Say Yes" program brings prevention education and early intervention services directly into schools. We work with educators to identify at-risk students and provide them with the support and resources they need. Telehealth Services To ensure accessibility, we offer telehealth services that provide remote access to our recovery support programs, counseling, and education resources.

Training Institute Our Training Institute partners with professionals, students, businesses, and organizations to educate the community about addiction and recovery. We provide evidence-based training aligned with SAMHSA's peer recovery competencies. At Rise Recovery, we are committed to providing these comprehensive, no-cost services to help individuals and families overcome the effects of substance use and build fulfilling lives in recovery.

210-SAY-CARE Provided in partnership with United Way the helpline provides support and resource navigation to the community provided by Rise Recovery peer recovery staff.



Board of Directors

CEO

Rise Recovery Organizational Chart

Updated 01.2024

Principal of Rise
Inspire Academy

SAMMMC Program
Manager

Director of Program
Services

Director of Legal Affairs &
Grants

Director of Operations
& Human Resources

Events & Training Institute
Coordinator

Accountant

Staff Accountant

Family Program
Coordinator

Family Peer Specialist

P/T-Family Peer Specialist

Family & RIA Family
Peer Specialist
DUAL ROLE

New Gens Program
Coordinator

NewGens Peer Specialist

Young Adult Program
Coordinator

Food Service Manager &
Young Adult Peer Specialist

Administrative & Quality
Assurance Coordinator

Program Shared
Specialist
Peer

Telehealth & YRCC Program
Manager

YRCC Peer Specialist

YRCC Peer Specialist

Telehealth Outreach,
Youth Peer Specialist &
Spanish Family Group
MULTI-ROLE

RIA Program Manager

RIA Peer Specialist

RIA Peer Coach

GRADUATE INTERN

P/T RIA Mental Health
Provider

YES Program Manager

YES Counselor

YES Counselor

P/T YES Counselor

YES Counselor

YES Counselor

YES Peer Specialist

P/T YES Peer Specialist

P/T YES Peer Specialist

P/T YES Peer Specialist

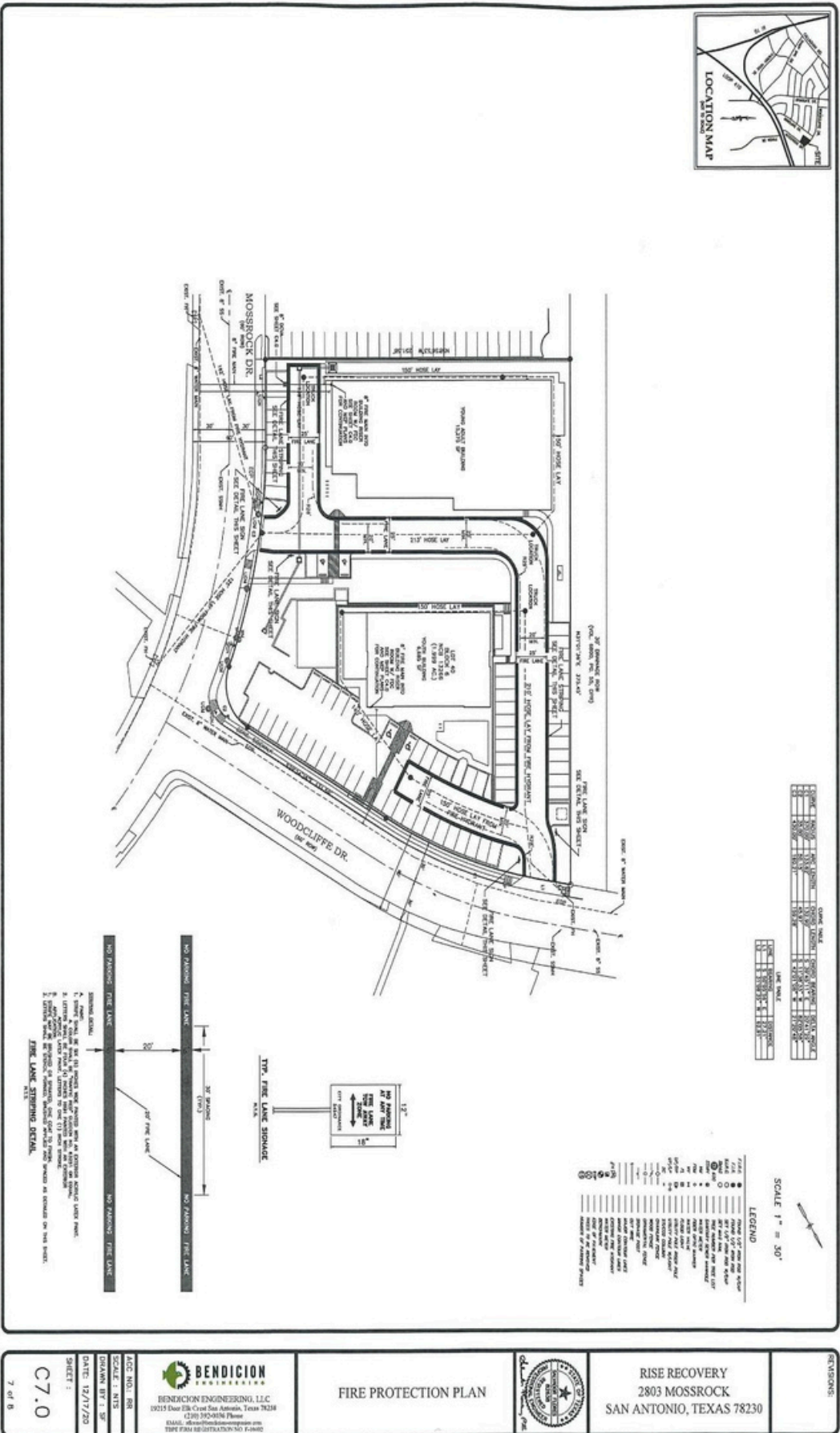
VOLUNTEERS /
RSPs & MHPS
INTERNS

Program Intake Specialist
-Admin Support

HR Generalist

OPEN POSITION
P/T Maintenance &
Facilities Specialist

Map of Campus



Code of Ethics

Rise Recovery Board of Directors

I. Purposes of this Policy

- A. To provide a framework within which officers of the Board of Rise will be guided in the execution of their fiduciary duties on behalf of Rise Recovery (“Rise”).
- B. To help assure that the decisions and conduct of the officers of the Board of Rise are at all times consistent with their duties and obligations and with the charitable mission of Rise.

II. Obligations of the Board of Directors

A. Members of the Board of Directors of, Rise Recovery (“Rise”) shall adhere to the following principles:

1. I shall exercise good faith and sound judgment in directing and establishing policies concerning the operation and organization of Rise.
2. I shall make a conscientious effort to be and to stay informed of the business of Rise.
3. I shall regularly and faithfully attend all meetings and shall strive to arrive punctually and prepared to conduct the business of Rise, except in the case of an emergency, I will notify Rise, at least twenty-four (24) hours ahead of the meeting time that I have a schedule conflict. If no notice is received, that absence shall be unexcused. I understand that my presence is critical to form a quorum and that board attendance may impact funding.
4. I shall respect and adhere to the rules of confidentiality of all records, materials, and knowledge concerning Rise, clients and staff. I will not discuss personnel matters which have been decided in executive session, except with other board members or the CEO.
5. I shall not use my position for any purpose which gives the appearance of being motivated by impropriety or for private gain for that of myself, any family member, friend or associate.
I understand it is the policy of the Rise Recovery Board of Directors in selecting employees or
6. members
to serve on the board, or sit on committees of the board once a member to comply with applicable Federal civil rights laws. I understand the Rise Recovery Board of Directors does not discriminate on the basis of race, color, national origin, disability, HIV status, genetic information, religion or sex (including pregnancy, sexual orientation, and gender identity or expression). I understand the Rise

Recovery Board of Director does not exclude people or treat them differently because of race color, national origin, age, disability, HIV status, genetic information, religion or sex (including pregnancy, sexual orientation, and gender identity or expression). I shall abide by the Rise Recovery employee and board selection non-discrimination policy.

7. I shall respect the rights and views of the other board members, the CEO, staff, and clients of Rise, and shall seek to harmoniously resolve issues and differences of opinion.

8. I shall act in the best interest of Rise, always advocating for the improvement of the organization, the program, staff, clients and community; I shall carry the message of the good work done by Rise, serving as an ambassador to the community. I shall, if contacted by the media, direct all inquiries to the CEO or board chair.

9. I shall act responsibly, using good judgment in the fiscal and administrative management of Rise If I believe that there are fiscal issues or questions that have not been satisfactorily answered, I shall make inquiry and resolve my concerns or bring to the attention of the entire board the issues that have not been sufficiently answered to my satisfaction;

10. I will faithfully support Rise according to my ability, by contribution of my time, talents. finances, solicitation of support from the community and by participating in the events, fundraising, and media coverage to the best of my ability.

Member printed name Signature

Date _____

RISE RECOVERY BOARD OF DIRECTORS YEARLY CONFLICT-OF-INTEREST DISCLOSURE STATEMENT

Please answer all of the questions and initial in the space at the end of Item A or complete Item B, whichever is appropriate; complete the balance of the form; sign and date the statement.

I have read and signed the Rise Recovery Conflict of Interest Policy: Rise Recovery Board of Directors ("Policy") and am filling out and signing this disclosures statement ("Statement") in association thereto. I understand the definitions and terms contained herein are the same as the Policy. The statements and representations herein are effective from the date of signing or the date my last executed ("Disclosure"), whichever is more recent.

A. I am not aware of any relationship or interest, pecuniary or non-pecuniary or situations involving my family or myself that might result in, or give the appearance of being a conflict of interest between such family member or me on one hand and RISE RECOVERY on the other. Initials: _____

B. The following are relationships, interests pecuniary or non-pecuniary, or situations involving me or a member of my family that I consider might result in or appear to be an actual, apparent, or potential conflict of interest between such family members or myself on one hand and RISE RECOVERY on the other. Initials: _____

Corporate (either nonprofit or for-profit including RISE RECOVERY) directorships, positions, and employment:

Memberships in the following organizations:

Contracts, business activities, and investments with or in the following organizations:

Other relationships and activities:

C. Have you or any of your affiliated persons provided services or property to RISE RECOVERY in the past year? () Yes () No

If yes, please describe the nature of the services or property:

D. Have you or any of your affiliated persons purchased or received services or property from RISE RECOVERY in the past year? () Yes () No

If yes, please describe the services or property:

E. Please indicate whether you or any of your affiliated persons had, have, or will have any direct or indirect interest in any transaction(s) in the past year to which RISE RECOVERY was or is a party.
() Yes () No

If yes, describe the transaction(s):

F. My primary business or occupation at this time:

I have read and understand RISE RECOVERY's Conflict-of-Interest Policy and agree to be bound by it. I will promptly inform the board chair of RISE RECOVERY of any material change that develops in the information contained in the foregoing statement.

Type/Print Name Signature Date

Notice of Federal Confidentiality Regulations

Rise Recovery Board of Directors

The confidentiality of alcohol and drug abuse client records maintained by Rise Recovery are protected by Federal Regulations governing Confidentiality of Alcohol and Drug Abuse Patient Records, 42 CFR, Part 2, and the Health Insurance Portability and Accountability Act (HIPAA) and can be found on the Rise Recovery website [Rise Recovery Privacy Notice | Rise Recovery Generally](#), the Rise Recovery staff, personnel or volunteers may not say to a person outside the program that a client attends the program or disclose any information identifying a client as an alcohol or drug abuser unless:

1. The client or client's legal guardian consents in writing conforming to 42 CFR Part 2;
2. The disclosure is allowed by a special court order; or
3. The disclosure meets one of the other exceptions provided for by the Federal Regulations.

Violation of these Federal Laws and Regulations by Rise Recovery and similar organizations is a crime. Suspected violations may be reported to the U.S. Department of Health and Human Services: Office for Civil Rights and may incur large penalties

Important exceptions are: Federal Law and Regulations **do not** protect limited specific pieces of information allowing law enforcement to identify a client if they commit a crime on the premises of the Rise program or against any person who works for the program or about any threat to commit such a crime. (2.12C) and;

Federal Law and Regulations **do not** protect any information about suspected child abuse or neglect from being reported under State Law to appropriate State or Local Authorities.

(See 42 U.S.C. 290ee-3 for Federal Laws and 42 CFR Part for Federal Regulations.)

I certify that I was told about the Federal Confidentiality Regulations and the HIPAA Regulations and have familiarized myself with the Rise Recovery privacy policy, and a copy of HIPAA regulations and 42 CFR Part 2 was made available to me at

[eCFR :: 45 CFR Part 160 -- General Administrative Requirements](#)

[eCFR :: 45 CFR Part 164 -- Security and Privacy](#)

[eCFR :: 42 CFR Part 2 -- Confidentiality of Substance Use Disorder Patient Records](#)

and a copy of the above notice was given to me on this _____ day of ____ 20

Signature: _____

Print name: _____



Board of Directors Roles & Responsibilities

WELCOME TO RISE RECOVERY

- We are for the whole family: teenagers, young adults, parents, children, siblings and other loved ones of families impacted by a loved one's substance use can access our services.
- Our program consists of highly successful experts in the field of recovery. Our services include individual and family peer coaching, recovery coaching, recovery support groups, recovery education classes, prevention education, and social activities. It is our goal that participants experience an improved quality of life, learn skills, and acquire healing and recovery to live a self-driven and healthy life.
- We are financially supported by various stakeholders, including but not limited to: the United Way of San Antonio and Bexar County, the Health & Human Services Commission of Texas, UT Health Science Center, the City of San Antonio, Bexar County, various ISDs, Meadows Mental Health Institute, private family foundations, corporate foundations, special events, service contracts, individual donations.

RISE RECOVERY BOARD OF DIRECTORS FAQ

- We are comprised of up to 19 members.
- We meet every other month.
- Our primary in-person board meeting location is at the Rise Recovery Campus at 2803 Mossrock, San Antonio, TX 78230.
- Our standard ***start time is 5:00 pm***. Meetings will last two hours. An annual calendar of meetings and events will be provided. The Trustee time commitment will be 24-30 hours per year (this includes time spent serving on committees and at the board retreat).
- We are expected to serve a three-year term, with the opportunity to extend for another three-year term. Thereafter, a Director may be elected to serve additional one-year terms or step down for a year before rejoining the three-year term structure.
- Board Membership typically begins in the beginning of a fiscal year (July-August). Should a board member start earlier than a fiscal year begin date, that service time will be categorized as a stub term and the first of the official three-year term will begin at the fiscal year start.

QUALIFICATIONS FOR BOARD MEMBERSHIP

- **Personal interest or passion** for the organization's mission and service goals.
- Specific **experience, skills, or knowledge** that will enhance the organization's capacity, which will be willingly and voluntarily offered to the organization.
- **Ownership of time** to adequately schedule and commit to participating in planned board meetings and nonprofit organizations activities.
- **Active participation** through service on one or more Board committees.

PRIMARY RESPONSIBILITIES

- **Serve on at least one committee.** The following are the committees: Executive, Program, Finance, Development, Governance, Marketing, and Strategic Planning.
- **Attend scheduled Board meetings and annual Board Retreat.** Rise Recovery Board meetings generally take two hours in accordance with a detailed agenda. Directors are expected to attend all scheduled bimonthly Board meetings, assigned committee meetings (typically bimonthly), and one annual day-long Board Retreat dedicated to training and/or strategy.
- **Attend and support special events.** As a part of our mission to educate the community, Rise Recovery offers several special events throughout the year, where Board members are encouraged to attend.
- **Provide input and oversight** to the Chief Executive Officer, the annual budget/finances, strategic planning and adherence to the by-laws.
- **Act as Ambassadors**, introducing others to the mission and promoting the agency and key public and fundraising events.
- **Aid in the recruitment** of qualified individuals to serve on the Board of Directors.
- **Contribute financially** to the agency on an annual basis. Board members are expected to pledge and fulfill a contribution to the organization that is meaningful.
- **Complete board training** as determined by the organizational requirements.

BOARD PROGRAM ENGAGEMENT

Directors have the opportunity to attend events that showcase those who receive Rise Recovery services. Therefore, each Trustee is required to sign a confidentiality statement and maintain confidentiality at all times in regards to our program participants.

Prior to agreeing to serve on the Rise Recovery Board, potential Directors are required to attend at least one recovery group meeting for teenagers or families. This process allows potential Board members to witness one of Rise Recovery's services and speak with those who benefit from our services.

If you have questions or desire additional information, please contact: Evita Morin, Chief Executive Officer, at emorin@RiseRecovery.org; 210-227-2634.

Rise Recovery Board Committee Charters

Approved by the Board of Directors

Effective: 2025

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1. Executive Committee Charter

Purpose

The Executive Committee is a subset of the Board of Directors responsible for providing focused oversight, strategic direction, and decision-making on behalf of the full Board, particularly between regular Board meetings. The committee serves as a critical support system for the nonprofit's leadership and ensures that the organization stays on track with its mission, values, and strategic goals.

Authority

The Executive Committee has the authority to make decisions between Board meetings on behalf of the full Board, except in cases where full Board approval is required by law, the organization's bylaws, or policies. The Committee is empowered to take action on urgent matters requiring immediate attention but will report its actions to the full Board for ratification at the next regularly scheduled Board meeting.

Responsibilities

- Provide high-level guidance on long-term strategy and goals.
- Ensure alignment with the organization's mission, vision, and objectives.
- Oversee implementation of strategic plans.
- Support the Executive Director/CEO in operational strategies.
- Make decisions on behalf of the Board when necessary.
- Review and approve emergency financial transactions.
- Monitor financial health and ensure fiscal responsibility.
- Review and recommend updates to governance policies and bylaws.
- Coordinate the work of Board committees.

Membership

- Chair of the Board
- Vice-Chair of the Board
- Treasurer
- Secretary

- Executive Director/CEO (non-voting)
- Additional members as deemed necessary

Meetings

- At least quarterly, or as needed
- Notice and agendas provided at least 48 hours in advance
- Quorum: majority of members present

Reporting and Accountability

- Regular updates to the full Board
- Minutes recorded and shared

Evaluation

- Annual performance review
- Adjustments based on review

Confidentiality

- Members maintain confidentiality regarding sensitive information

Amendments

- May be amended by Board majority vote upon recommendation
-

2. Finance Committee Charter

Purpose

The Finance Committee works with the CEO and financial staff to ensure effective fiscal management and accountability. The committee actively manages the organization's finances, ensuring fiscal responsibility and transparency, and compliance with financial policies and regulatory requirements.

Responsibilities

- Review and approve the annual budget
- Monitor actual performance to budget
- Oversee expenditures and compliance with policies
- Lead Board review of long-term financial sustainability
- Review funding programs and compliance
- Make recommendations regarding banking relationships
- Review insurance coverage
- Oversee analysis and reporting
- Ensure timely and accurate financial reporting
- Oversee cash flow and debt
- Participate in annual audit
- Provide guidance for strategic initiatives and growth

Committee Composition

- 5–7 members with financial expertise
- Led by the Treasurer
- Includes CEO and financial leader
- May include a community member with pertinent skills

Meetings

- Third Wednesday of each month by video conference
- Additional meetings as needed

- Agendas and materials provided 48 hours prior
- Quorum: majority of members present

Authorizations and Limitations

- Maintains independence but reports to the Board
 - Holds fiduciary responsibility to the Board and leadership team
-

3. Governance Committee Charter

Purpose

The Governance Committee assists the Board in fulfilling its responsibilities regarding governance matters and identifying and recommending Board member and officer candidates. Duties include ongoing Board development, engagement, and revitalization.

Key Responsibilities

- Advise on governance strategies and bylaw amendments
- Increase Board Director effectiveness
- Develop and recommend Board service policies
- Maintain conflict of interest policy
- Lead Board self-assessments
- Evaluate Board composition and needs
- Recruit and nominate Board Directors
- Lead succession planning
- Conduct orientation and ongoing Board development
- Recommend content for annual Board retreat

Committee Composition

- At least three and not more than five Board Directors
- Only current Board members eligible
- Board Chair designates Committee Chair
- Standing committee with no term limits

Meetings

- Every other month, with additional meetings as needed

Authorization and Limitations

- No authority to act on behalf of the full Board
- Nominates slate of officers annually
- Abides by Bylaws provisions

4. Development Committee Charter

Purpose

Ensures fundraising efforts align with strategic direction and financial needs, and involves Board members in fundraising.

Key Responsibilities

- Develop fundraising/development plan with measurable goals
- Oversee fundraising strategies and evaluate effectiveness
- Identify and cultivate major donors
- Recommend Board giving targets
- Advise on donor outreach and recognition
- Perform additional duties as determined by the Board

Committee Composition

- 3–5 Board members
- Board Chair designates Committee Chair
- Executive Director and Finance Director are ex officio members
- Standing committee with no term limits

Meetings

- Every other month, with additional meetings as needed

Authorization and Limitations

- Established by Bylaws
 - No authority to act on behalf of the Board
 - Nominates slate of officers annually
 - Abides by Bylaws provisions
-

5. Marketing Committee Charter

Purpose

Provides strategic oversight and support for marketing and communication efforts to enhance the organization's visibility, reputation, and impact.

Mission

Develop, implement, and oversee marketing strategies that support organizational goals, raise awareness, engage stakeholders, and attract resources.

Committee Structure

- Chair: Board member or senior staff
- Members: Volunteers, staff, and Board members with marketing expertise
- Ex-Officio: Executive Director or senior leadership

Responsibilities

- Strategic planning and branding
- Content creation and distribution
- Social media and digital marketing
- Public relations and event promotion
- Market research and evaluation
- Budget oversight

Meetings

- [Specify frequency, e.g., monthly or quarterly]
- Virtual or in-person as determined by the committee

Decision-Making

- Consensus-based, with majority vote if needed

Reporting and Accountability

- Reports to Board or Executive Director
- Chair presents regular reports to the Board

Term of Service

- [Specify term, e.g., X years, with possibility of renewal]

Committee Member Expectations

- Attend meetings, participate, contribute expertise, respect confidentiality

Amendments

- May be amended by the committee with Board/Executive Director approval
-

6. Program Committee Charter

Mission

Enhance Board understanding of programs and offer assistance as identified by Leadership or the Strategic Plan.

Purpose

- Support strategic direction and improvement of programs
- Foster collaboration and resource sharing
- Ensure alignment with organizational positioning
- Advocate for necessary resources
- Offer feedback to the CEO

Charter

- Reflects Rise Recovery values
- Leverages lived experience and unique program value
- Includes Board, staff, and community stakeholders
- Meets regularly for strategic planning and outcomes review

Specific Responsibilities

- Learn from professionals and stakeholders
- Monitor implementation, metrics, and outcomes
- Identify collaboration opportunities
- Advocate for resources
- Report to the Board

Methods

- Performance monitoring
- Continuous improvement
- Regular reporting
- Training and development

- Strategic review (e.g., SWOT analysis)
 - Community outreach and advocacy
 - Stakeholder engagement
-

7. Strategic Planning Committee Charter

Mission

Identify course for organizational growth in alignment with the vision and mission of Rise Recovery.

Purpose

Assist the Board and CEO with responsibilities for mission, vision, and strategic direction by detecting opportunities and challenges and developing long-term strategy.

Committee Composition

- Standing committee
- Chair and members are Board members selected by the Board Chair
- Includes CEO, may include COO, CFO, key employees, and stakeholders

Key Responsibilities

- Identify strategic issues
- Review industry environment and best practices
- Develop objectives for service improvement
- Monitor strategic plan development and implementation
- Formulate and monitor key objectives and metrics
- Recommend strategic plan changes as needed
- Maintain confidentiality

Meetings

- Develop meeting calendar to facilitate planning
- At minimum, meet before each full Board meeting



Rise Recovery Board Commitment Checklist

As a member of the Board of Rise Recovery, I will successfully support the mission, vision and strategic objectives in the following ways.

Please check all that apply:

- ☐ Abide by the Bylaws and Constitution of the organization;
- ☐ Make an annual financial contribution significant to my capability to the following:
 - ☐ Annual Fall Appeal
 - ☐ Annual Breakfast Fundraiser
 - ☐ Annual Spring Appeal
 - ☐ The Big Give
- ☐ Make an annual financial contribution to the following:
 - ☐ A Monthly Gift
 - ☐ An additional one-time gift
- ☐ Make an in-kind contribution to the Annual Breakfast Fundraiser
- ☐ Contribute time attending board meetings, committee meetings, fundraising events;
- ☐ Assist with recruiting donors, volunteers, and new board members;
- ☐ Host a donor house party/gathering;
- ☐ Personalize my appeal to potential donors;
- ☐ Write a thank you note to a donor for their contribution;
- ☐ Accompany staff on a site visit with a prospective donor;
- ☐ Secure an in-kind or corporate sponsorship;
- ☐ Attend, volunteer or invite a guest to a program event;
- ☐ Invite a guest to have lunch/coffee with the CEO;
- ☐ Like/follow/share the Rise Recovery social media pages or posts;
- ☐ Attend all meetings of the Board, including special meetings, unless excused;
- ☐ Avoid any conflict of interest or appearance of a conflict;
- ☐ Participate in short and long-range planning activities;
- ☐ Ensure effective fiscal controls and accountability;
- ☐ Approve the annual budget;
- ☐ Ensure the agency met all legal and corporate requirements;
- ☐ Represent the organization in a positive manner and support its message to the public and private sectors;
- ☐ Bring personal/professional expertise and that of others to support the mission of the agency.

Name: _____ Date: _____



Rise Recovery FY2025 Board of Directors

NAME	OFFICE (if applicable)/TERM/YEAR	COMMITTEES	BUSINESS AFFILIATION/ ADDRESS/PHONE/EMAIL
SCOTT ANDERSON	2/1	Finance Development	LFP Capital LTD 201 Tuttle Rd. San Antonio, TX 78209 210-219-1986 sfanders@sewanee.edu
BILL WHITE	Vice Chair, 1/2	Executive	Financial Services - USAA 517 Morningside Dr. San Antonio, TX 78209 210-620-7247 Bill.White1@usaa.com
KAL GRANT	1/3	Development	Attorney at Law 7132 Brisa Dr. Dallas, Texas 75223 214-883-1972 kalgrant@yahoo.com
LINDA KIRKS	Treasurer, 1/3	Finance, Executive, Strategic	Retired CFO - Health Care 10523 Tranquille Place San Antonio, TX 78240 (210) 771-8687 lindakirks@gmail.com
SITA MCNAB	2/1	Marketing	McCombs Enterprises 28 E. 10th St. Apt 4D New York, NY 10003 210-722-8484 smcnab@mccombshq.com



Rise Recovery FY2025 Board of Directors

NAME	OFFICE/TERM/YEAR	COMMITTEES	BUSINESS AFFILIATION/ ADDRESS/PHONE/EMAIL
MARIA MONTANEZ	1/3	Governance	UT Health San Antonio-Family Medicine 17503 La Cantera Pkwy., Ste. 104 San Antonio, TX 78257 210-749-0663 montanezvill@uthscsa.edu or montanezmd@gmail.com
TIM PLANT	2/3	Governance	ORGtransitions, LLC 311 Wimberly Hills Dr. Wimberly, TX 78676 651-470-8333 Timplant@ORGtransitions.org
BENOIT RIOUX	1/3	Finance, Program	Director IS – Valero 8802 London Heights San Antonio, TX 78254 210-287-4996 Benoit.Rioux@valero.com
PHIL SAGEBIEL	1/1	Finance, Development	Retired CPA 13618 Forest Walk San Antonio, TX 78231 210-636-0718 philsage747@gmail.com
ELIZABETH WALTMAN	At Large, 2/1	Executive, Strategic Planning	Retired COO – Health Care 3422 Hopecrest St. San Antonio, TX 78230 505-453-5726 Txvirago@gmail.com



Rise Recovery FY2025 Board of Directors

NAME	OFFICE/TERM/YEAR	COMMITTEES	BUSINESS AFFILIATION/ ADDRESS/PHONE/EMAIL
BETH OCHOA	Chair, 2/4	Executive, Marketing	GDC Marketing & Ideation - CEO 247 E. Elmview San Antonio, TX 78209 210-391-2448 bwammack@gdc-co.com
MONICA SHARP	1/1	Program, Governance	Consultant 216 Carnahan St. San Antonio, TX 78209 512-656-9743 monica.muniz9@gmail.com
CAPRICA WELLS	1/2	Program	NEISD Executive Director Adult and Community Education 8750 Tesoro Drive San Antonio, Texas 78217 210-407-0132 cwells@neisd.net
REAGAN SHORT	1/2	Program	Technical Director, BlueVoyant 506 Robinhood Pl. San Antonio, TX 78209 210-302-6210 reagan.short@gmail.com



Rise Recovery FY2025 Board of Directors

NAME	OFFICE/TERM/YEAR	COMMITTEES	BUSINESS AFFILIATION/ ADDRESS/PHONE/EMAIL
JACQUELINE PUGH	1/2	Program	Retired Physician (Internist) 13221 Vista Del Mundo, San Antonio, TX 78216 210-602-1350 jacque.pugh@gmail.com
DAVID PERRY	1/1		Owner Kids R Kids Liberty Field 10606 Liberty Field San Antonio, Texas 78255 281-704-4428 david@dperryconsulting.com
KENDALL TURTON	1/1		HR Executive 140 Evans Ave San Antonio, TX 78209 979-229-1793 kendallturton@blueskiestx.org
EVITA MORIN	ex-officio member	All Committees	Chief Executive Officer Rise Recovery emorin@riserecovery.org 210-473-5507

Committees, Goals & Expectations

Finance Committee: To supervise the financial affairs of Rise Recovery. Only board members or board-elected non-board members are allowed to join this committee.

Development Committee: to support the Rise Recovery's revenue goals through informing best practices, developing fundraising strategies, leveraging stakeholders and planning events.

Marketing Committee: to support Rise Recovery's brand integrity, community awareness, marketing strategy, goals, and ongoing public relations.

Strategic Planning Committee: to coordinate the long-term strategy of Rise Recovery and incorporate a plan for implementation of the same, subject to Board approval. If approved, the Strategic Planning Committee shall be charged with oversight of such long-term strategy plans.

Governance Committee: to oversee Bylaws and all other board governance issues; to oversee Board development and the Board selection process; only voting members of the Board of Directors shall be members of the Governance Committee.

Executive Committee: to steer the Board of Directors through Roberts Rules of Order; to conduct an annual review of the CEO; to co-facilitate the board annual retreat with the CEO and relevant committees.

Program Committee: to enhance the Board of Director's understanding of Rise Recovery's programs and offer Board assistance in areas identified by Leadership or the Strategic Plan. Currently, these programs include Alternative Peer Groups, Y.E.S. Program, Rise Inspire Academy, Training Institute, and Helpline.

All Committees must consist of at least two voting Directors, one of which shall be the Chairperson of that Committee. Except for the Governance Committee, Finance and the Executive Committee, members of a Committee may be chosen by the Chair of that Committee or other members. A Committee member who is not a voting Trustee has the same responsibilities with respect to the Committee as a Committee member who is a voting Trustee. All Committees will adhere to board governance expectations and Bylaws, keep minutes and report activities to the full Board. All Directors must serve on at least one Committee, but preferably not more than two committees, and no Trustee shall be the Chair of more than one Committee. Committee meetings shall be open to all Directors.



BOARD STRENGTHS/TALENTS 2022-23

[illegible]

Y = YES
I = INTEREST in LEARNING

CEO Performance Management Cadence

Month	Venue	Activity
July	ExecComm	CEO objectives set (based on budget approved in June board mtg)
August	Board	
September	ExecComm	
October	Board	
November	ExecComm	
December	Board	
January	ExecComm	
February	Board	
March	ExecComm	CEO performance checkpoint; compensation estimated
April	Board	
May	ExecComm	CEO performance evaluated; compensation finalized
June	Board	Budget finalized and approved

FY2025 BOARD MEETING SCHEDULE

Wednesday, August 21

5pm-7pm

Wednesday, October 16

5pm-7pm

December 18: Holiday Gathering

5pm-8pm

Wednesday, January 15 : Audit Approval

5pm-7pm

**Saturday, February 8 : Abbreviated Meeting + Board
Retreat**

8am-4pm

Wednesday, April 16

5pm-7pm

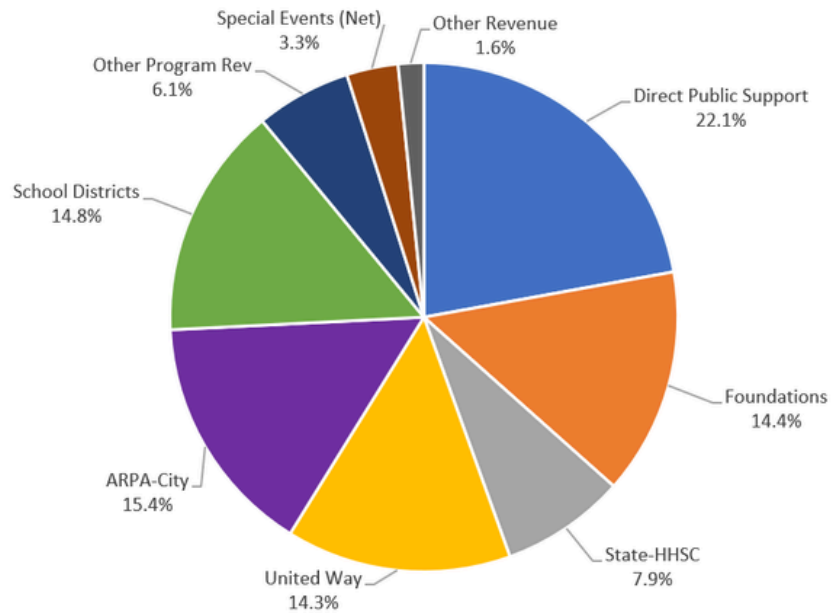
**Wednesday, June 18 : Next FY Budget Approval + Board
Nominations**

5pm -7pm

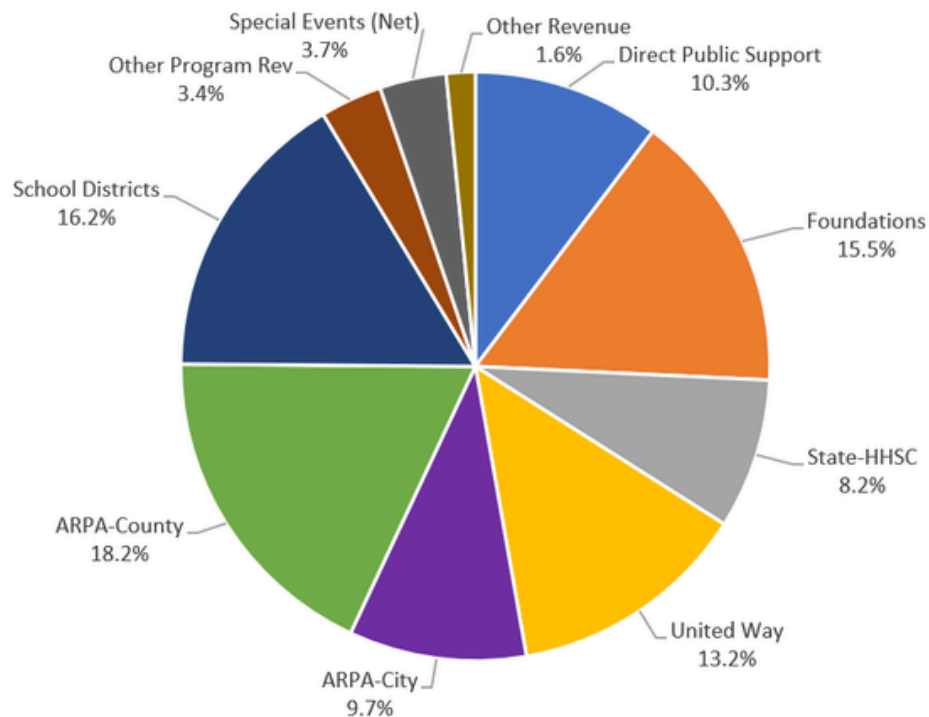


FY24 Action & FY25 Budgeted Revenue Distribution

Rise Recovery - FYE2024 Revenue Distribution



Rise Recovery - BY2025 Revenue Distribution



Brand Strategy Road Map

BRAND PROMISE

TOGETHER WE RISE — UNITED WE RECOVER

BRAND CORE

UNITING SUPPORT	CULTIVATING COMPASSION	SHARING THE JOURNEY	CHANGING THE STORY
KEY ATTRIBUTES			
EVOLVING STRONG CONTINUOUS	CONNECTED ENDURING COMPELLING	DIFFERENTIATORS WHOLE-FAMILY SUPPORT PEER-TO-PEER APPROACH NO-COST SERVICES TAILORED APPROACH OPEN-ENDED ONGOING SUPPORT	BRAND PERSONALITY WELCOMING COMPASSIONATE COLLABORATIVE INSPIRING

REFLECTION POINTS			
PARENTS	The partner I need to save my child and restore sanity to my family	MESSAGING STRATEGY	
PARTICIPANTS	There to accept me, support me and help me	Awareness	Consideration
STAKEHOLDERS	The program I trust to refer those who need help	Commitment	
DONORS	Uses my donation to make a real impact	Tell the Rise Recovery story to build trust and foster hope.	Share real success stories to demonstrate impact and effectiveness.



MIRRORBRANDING™



Conflict of Interest Policy

Rise Recovery Board of Directors

Article I: Purpose

This conflict of interest policy is designed to foster public confidence in the integrity of Rise Recovery ("Rise") and to protect Rise's interest when it is contemplating entering a transaction (defined below) that might benefit the private interest of a director, their family, or associate.

Article II: Definitions

Interest means any commitment, investment, relationship, obligation, or involvement, financial or otherwise, direct or indirect, that may influence a person's judgment, including receipt of compensation from Rise, a sale, loan, or exchange transaction with Rise.

Conflict of interest is present when, in the judgment of the Board of Directors, an insider's stake in the transaction is such that it reduces the likelihood that an insider's influence can be exercised impartially in the best interests of Rise.

Transaction means any transaction, agreement, or arrangement between an insider and Rise, or between Rise and any third party where an insider has an interest in the transaction or any party to it.

For purposes of this policy, a "conflict of interest" is any situation or activity by a board member or that member's family, friends, or associates that may directly or indirectly compete with, conflict with, or interfere with the mission, policies, or procedures at Rise Recovery, ("Rise"), including but not limited to: a) obtaining any unfair advantage in business dealings; b) transacting business with Rise to the extent that one may obtain a significant financial gain, in such a way as to yield benefits or profit for one's self or family member, friend, or associate, to the disadvantage of Rise; c) participating in transactions or relationships that might reasonably be expected to affect one's judgment in a manner adverse to the interest of Rise; d) engaging in any unethical or illegal practice; or e) any other action(s) that give the appearance of impropriety.

This policy applies to all members of the board of directors, their immediate families, and/or related parties and associates.

Article III: Conflicts Provisions

1. A member of the board of directors shall not serve as director concurrently with a relative or member of his or her immediate family also serving as a member of the board of directors.
2. Members of the board of directors shall have no direct or indirect financial interest in the assets or leases of Rise. Members of the board of directors who are employees or partners of a business or professional firm involved in business transactions or current professional services to Rise shall disclose this relationship to the board of directors. Those board members shall not participate in any vote taken in respect to such transactions or services and, when requested by any board member, shall allow the remaining board members to discuss the matter in private after the board member has stated his or her position that such transaction or matter be allowed. Such actions shall be noted in the minutes of the meeting at which such transactions or services are discussed and decided by the board of directors.
3. Any professional relationship with staff members, clients, or vendors and suppliers of Rise., shall be disclosed. The board shall vote, if necessary, to decide whether there is a conflict of interest which might be adverse to the interests of Rise. The decision shall be by majority vote, with the member abstaining and not present during the vote.
4. Rise will not provide any remuneration to members of the board of directors for board services, nor shall any board member accept anything of value or accept special favors from Rise, a staff member, a client, or the Chief Executive Officer: it is imperative that the Board be fair, impartial, and not allied with or indebted to any individual involved with Rise. No board member shall receive a loan from any assets, leases, money, line of credit, or any other thing belonging to Rise.
5. Any professional services or expertise of member of the board of directors will be donated as in-kind services to Rise unless there is a contract for goods or services specifically approved by majority vote of the board, not to include the vote of the member who would participate in any such contract.
6. Use of Rise's premises and equipment for any private or personal business of a board member is prohibited.
7. Any board member who is aware of a potential conflict of interest with respect to any matter coming before the board of directors or a committee shall inform the board. The member who has a potential conflict may not vote on the matter, if the board majority (without counting the vote of the member with the potential conflict) deems a conflict to exist and at the request of any board member may be asked to allow the board to discuss the matter in private after the member has made a case for the transaction to be approved. That same member may not be present during a vote on the matter.
8. All board members shall, upon joining the board, and yearly thereafter, sign a disclosure form to reveal whether any potential conflicts of interest exist between the board member and the interests of Rise.
9. Copies of this policy will be given to all members of the board of directors, who will sign this document to verify that he/she is aware of the Conflict of Interests Policy of Rise.
10. Violations of this policy may operate to disqualify the board member from further service on the board or trigger a request for the resignation of that board member. 10/23/2021

Article IV: Acknowledgment of Receipt

RISE RECOVERY CONFLICT OF INTEREST POLICY: ACKNOWLEDGMENT AND FINANCIAL INTEREST DISCLOSURE STATEMENT

Rise Recovery follows a conflict of interest policy designed to foster public confidence in our integrity and to protect our interest when we are contemplating entering a transaction or arrangement that might benefit the private interest of our board of directors, their families or associates.

I hereby acknowledge that I have received a copy of the conflict of interest policy of [Rise Recovery, have read and understood it, and agree to comply with its terms. Signature Printed Name Date 10/23/2021

Signature

Date

Printed Name



Policy Number		Policy Name	CEO Succession Planning		
Effective Date	11/15/2022	Legal Review Date		Legal Review Initials	
Board Review Date		Reference	Internal Process		
Approval Signature	<i>Approved by the Executive Committee 11/15/2022</i>				Page 1 of 2

POLICY

In the event of a CEO vacancy, planned or unplanned, this policy ensures the continuous coverage of CEO duties vital to the sustainability of Rise Recovery. In this process, the departing CEO will share their expertise and prepare candidates for the CEO role whenever possible. Additionally, this policy prepares the organization to fully support the successor, thereby ensuring leadership continuity and the ongoing success of Rise Recovery.

PROCEDURE

Emergency Succession:

- The Board Executive Committee will name an acting CEO within 24 hours in the event of an emergency. This appointment will assure clarity of staff leadership in the best interest of Rise Recovery until such time that an interim CEO can be appointed by the Board of Directors.

Board of Directors Responsibilities:

- It is the responsibility of the Board of Directors to plan and prepare for CEO leadership succession by:
 - Forming a succession planning committee
 - Developing a recruitment plan
- The Board of Directors may consider both internal and external candidates for Interim CEO during the recruitment period. The board will accomplish the following:
 - Identifying and assessing candidates for the Interim CEO position.
 - Determining an appropriate time frame for hiring a permanent CEO.
 - Evaluating the needs of Rise Recovery during the transition.
 - Appoint a succession planning committee to implement the CEO succession policy to transition to a new permanent CEO.

Hiring an Interim CEO:

- If the board hires an interim CEO, the board chair and executive committee will negotiate an employment agreement with a defined scope of work.
- The employment agreement will be based on Rise Recovery's needs during the leadership transition.
- The rate of compensation will be based on the availability of organizational resources as well as local market compensation for comparable leadership positions.

Responsibilities of the Interim CEO:

- An interim CEO will have the full authority for the daily decision-making and independent action as exercised by the regular CEO.
- The interim CEO will make decisions in consultation with the board chair and/or executive committee including hiring staff, terminating staff, financial issues, initiating new projects, media communications, and taking policy positions on behalf of Rise Recovery.



Policy Number		Policy Name	CEO Succession Planning	Page 2 of 2
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Board Oversight and Support to the Interim CEO:

- The interim CEO reports to the board chair.
- The executive committee will support the needs of the interim CEO in this temporary role. The executive committee will meet monthly, or more frequently as needed. They may hold meetings in person, via conference call, or via video call as called by the board chair.
- The board chair and executive committee are responsible for gathering input from staff and reviewing the performance of the interim CEO.
- The board chair and executive committee will conduct an initial review of the interim CEO after 30 days and every 90 days thereafter.

Search for New Permanent CEO:

- The board's role is to assess and hire an individual who will become the chief executive leader of Rise Recovery. Qualified CEO candidates must possess skills and values required for Rise Recovery to meet its mission and goals in order to achieve sustainable success.
- The succession planning committee should strive to develop a diverse candidate pool when seeking qualified CEO candidates.
- The succession planning committee will also consider the merits of conducting a comprehensive external recruitment and selection process.
- As part of the recruitment process, the succession planning committee will explore the interest and qualifications of any potential internal candidates for the CEO position.
- The succession planning committee should also determine whether the current CEO's participation is a valuable resource in pursuing the search process and whether he or she would be beneficial to the process or the outcome. If so, the succession planning committee is responsible to outline the scope of the current CEO's involvement and negotiate an agreement that would allow for the CEO's input, insights, and observations.
- The succession planning committee will develop a plan for conducting interviews with potential candidates and determine which other people should be included in the interview process.
- The succession planning committee is authorized to set appropriate salary terms with the finalist candidates, after input from the executive committee and the finance committee.
- The succession planning committee will make a recommendation regarding hiring the new permanent CEO to the executive committee and then to the full Board of Directors for approval.
- The succession planning committee and the executive committee will ensure that the new CEO has an appropriate orientation process that may include participation by the current CEO, interim CEO, or any other key management staff or board members.



Policy Number		Policy Name	Chief Executive Officer Means Limits Guidelines		
Effective Date	12/05/2021	Legal Review Date		Legal Review Initials	JFP
Board Review Date		Reference	Internal Guidelines		
Approval Signature	<i>Shawn Loftus, Board of Directors Chair</i>				Page 1 of 2

POLICY

Rise Recovery employs a Chief Executive Officer who is responsible for accomplishing results (ends) determined by the Board of Directors. The CEO is empowered to act independently and prudently (means) to achieve these results. The CEO is also expected to exercise good judgment in keeping the Board informed and aware of significant events and pending decision items. When needed the CEO will communicate with the Board Chair for initial guidance, resolve between Board meeting decision issues with the Executive Committee and address any items with the full Board at regular meetings as necessary. The purpose of this policy is to provide guidelines for the decision-making authority of the CEO, and is to be attached to the CEO job description.

PROCEDURE

Required Board Approval

- The following items are action or decision items which would exceed the Rise Recovery CEO's independent authority:
- Changes to the budget that are considered "major amendments" as defined by the Board's Policy Regarding Amending Budget and Expenditures in Excess of Budget.
- Changes in the Rise Recovery strategic plan that are a substantial change in the key strategic priorities or organization goals.
- Any action, issue or public policy position that is a radical departure from Rise's previous mission statement.
- Actions that require the signature of the Board. Selection of an auditor for the yearly single audit, legal counsel for pending litigation, or public policy counsel if requested by the Board.
- Establishment of compensation and benefits of the CEO.
- Creation or discontinuation of a program.
- Allowing the use of the Rise Recovery name or logo to endorse or support another individual organization's business interests.
- Incurring any debt or financial obligations including lease-purchase agreements but excluding corporate credit card charges.

Required Board Notification

- The following scenarios require the CEO to inform the Board of Directors in a timely manner:
 - Any plans to involuntarily terminate a Director-level leader.
 - Any requests from an employee or volunteer to speak independently with a board member about CEO performance.
 - Any contracts/agreements that have been lost/terminated due to nonperformance.
 - Any serious threat of litigation.
 - Confirmation of illegal or unethical behavior of a staff member or volunteer not protected by confidentiality or privilege.
 - Any other development that could bring adverse attention to Rise Recovery and/or the Board, or cause material damage to the Rise brand.
 - Any material contractual service and vendor commitments with other organizations exceeding one year.
 - Substantive revisions/additions to the Rise Recovery employee handbook.



Policy Number		Policy Name	Chief Executive Officer Means Limits Guidelines	Page 2 of 2
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Board of Directors Responsibilities

- These guidelines are the responsibility of the Board of Directors for the purposes of this Means Limits Policy:
 - The BOT is a collective leadership entity providing oversight to the CEO. As such, any redirection, critical feedback or performance concerns should be discussed by the Executive Committee and responded to by appropriate members of the board.
 - The BOT commits to respond in a timely manner of no less than 3 days to requests for approval.



Policy Number		Policy Name	Budget Amendment and Expenditures in Excess of Budget		
Effective Date	08/18/2021	Legal Review Date	11/09/2021	Legal Review Initials	JH
Board Review Date - Changes	04/20/2022	Finance Committee Review Date	BOT Treasurer: 2/23/2022		
Approval Signature	Evita Morin		Evita Morin, Chief Executive Officer		Page 1 of

POLICY

The Finance Committee (FC) must approve a proposed budget for the next fiscal year prior to the June board meeting annually. Next, a majority of the board must approve the proposed budget no later than the June board meeting. The budget appropriates expenses for the upcoming year. Expenses must be appropriated before they are incurred. The Director of Finance (DOF), reporting to CEO, Finance Committee and Board of Directors is responsible for sustaining this policy.

PROCEDURE

- Expenditures In Excess of Budget (Note: "Budget" means most recent approved amended budget.)
- In no event may total annual expenses exceed budgeted appropriations.
- The FC and CEO are to be informed by the DOF as soon as a budget overrun is anticipated.
- In no event may any personnel expense line item be over-spent by greater than 10%. For example, if administrative salaries are budgeted at \$455,000, in no event may actual administrative salaries exceed \$500,500 (\$455,000+10%) (assuming that actual total expenses do not exceed budgeted total expenses). In no event may any non-personnel expense summary category (professional fees/insurance/occupancy costs/telephone/depreciation/ etc.) be over-spent by greater than 40%. For example, if telephone expense is budgeted at \$10,000, in no event may actual telephone expense exceed \$14,000 (assuming that actual total expenses do not exceed budgeted total expenses).
- No person or group (i.e. staff, board, officers, committees) may encumber Rise Recovery (i.e. order materials, hire staff, etc.) in such a way that will result in violation of points 1 or 3 above. If anyone perceives a need for unbudgeted expenses, a request for budget amendment should be approved by the CEO and submitted to the FC for approval.

Amendment of Budget

Minor Amendments: Minor amendments are defined as those that:

- Do not decrease net surplus or increase net deficit from that of the original budget
- Do not increase any non-personnel expense summary category by more than 40% or any personnel expense summary category by more than 10%
- Do not involve hiring any new staff positions
- **Minor amendments must only be approved by the FC.**

Major Amendments:

- Major amendments are those that do not meet the definition of a minor amendment.
- **Major amendments must be approved first by the FC and next by the entire board.**



Policy Number		Policy Name	Budget Amendment and Expenditures in Excess of Budget	Page 2 of 2
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Amendment of Budgeted Revenue Downward

If the CEO or FC project at any time that budgeted revenue will not meet budgeted expectations, budgeted expenses should be appropriately reduced to meet the reduced revenue expectations.

- Such an amendment would be considered a major amendment.
- If the result is a decrease in the originally budgeted net surplus or if the result is an increase in the originally budgeted net deficit, this would be a minor amendment.

Rise Recovery Endowment and Spending Policy

WHEREAS, Rise Recovery holds certain funds that, under the terms of a gift instrument, are not wholly expendable on a current basis (“*Endowment Funds*” and, individually, an “*Endowment Fund*”);

WHEREAS, Rise Recovery expects that it will continue to receive gifts that constitute Endowment Funds;

WHEREAS, the Board of Directors believes it to be in the best interest of Rise Recovery that Endowment Funds be invested for the long-term goals of achieving growth and maintaining purchasing power without adversely affecting the availability of funds for current expenditure;

Now Therefore Be It:

RESOLVED, that where a record (including a solicitation by Rise Recovery) transferring an Endowment Fund to Rise Recovery specifically limits Rise Recovery’s authority to appropriate for expenditure or accumulate a portion of the Endowment Fund, Rise Recovery will comply with that specific limitation;

FURTHER RESOLVED, that terms that merely designate a gift as an “endowment,” or that direct or authorize Rise Recovery to use only “income,” “interest,” “dividends,” or “rents, issues, or profits,” or “to preserve the principal intact” (or words of similar import) do not constitute a specific limitation on Rise Recovery’s authority to appropriate for expenditure or accumulate a portion of an Endowment Fund. *Provided, however*, that these terms create an Endowment Fund of permanent duration, unless other language in a record (including a solicitation by Rise Recovery) limits the duration or purpose of the Endowment Fund;

AND IT IS FURTHER RESOLVED, that where no record (including a solicitation by Rise Recovery) specifically limits Rise Recovery’s authority, in considering whether to appropriate for expenditure or accumulate a portion of an Endowment Fund, the Board of Directors (or its designee) must act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and will consider the following factors:

- The duration and preservation of the Endowment Fund;
- The purpose of Rise Recovery and of the Endowment Fund;
- General economic conditions;
- The possible effect of inflation or deflation;
- The expected total return from income and the appreciation of investments;
- Other resources of Rise Recovery; and

- Rise Recovery's investment strategy or policy

Provided, however, that as to such Endowment Funds, the Board of Directors shall not appropriate any portion of such Endowment Funds for expenditure until such time as the total fair market value of such Endowment Funds has reached five hundred thousand dollars (\$500,000.00). The purpose of this requirement is to cause such Endowment Funds to reach an aggregate fair market value of five hundred thousand dollars (\$500,000.00) before the Board of Directors may commence appropriations for expenditure. It does not impose an ongoing requirement that such Endowment Funds maintain an aggregate fair market value of five hundred thousand dollars (\$500,000.00).

AND IT IS FURTHER RESOLVED, that Rise Recovery determines the fair market value of an Endowment Fund by adding the total endowment balance of the most recent calendar quarter to the balances of the Endowment Fund as of the last 15 quarters and dividing by 16, such that the fair market value is determined based on a quarterly average over a rolling four year period. For an Endowment Fund that has been in existence for less than four years, Rise Recovery determines the fair market based on the period the Endowment Fund has been in existence;

AND IT IS FURTHER RESOLVED, that in any fiscal year, Rise Recovery will not appropriate for expenditure an amount in excess of five percent of the fair market value of an Endowment Fund unless specifically permitted by law or the terms of a gift instrument or solicitation by Rise Recovery.

FURTHER RESOLVED, that Rise Recovery may pool two or more Endowment Funds for purposes of management and investment. In such case, the decision whether to appropriate for expenditure or accumulate applies to the pooled fund, not to individual Endowment Funds, including individual Endowment Funds for which the nature of the underlying asset or donor restrictions preclude inclusion in a pool but that Rise Recovery manages in accordance with a collective investment strategy.

FURTHER RESOLVED, that unless a gift instrument specifically directs otherwise, Rise Recovery will liquidate all investment assets contributed in-kind upon receipt and will reinvest the proceeds in accordance with its overall investment strategy;

FURTHER RESOLVED, that except as provided by a gift instrument, in managing and investing Endowment Funds, the Board of Directors (or its designee) must consider the following factors:

- General economic conditions;
- The possible effect of inflation or deflation;
- The expected tax consequences of investment decisions or strategies;
- The role that each investment or course of action plays within Rise Recovery's overall investment portfolio;
- The expected total return from income and the appreciation of investments;

- Other resources of Rise Recovery;
- Rise Recovery's need for income and to preserve capital; and
- A particular asset's special relationship or special value (if any) to Rise Recovery's charitable purpose.

FURTHER RESOLVED, that management and investment decisions about an individual asset must be made not in isolation, but in the context of the Endowment Fund's portfolio of investments as a whole and as part of Rise Recovery's overall investment strategy. Adopted by the Board of Directors at a meeting held on 06/15/2021



Policy Number		Policy Name	Gift Acceptance		
Effective Date		Legal Review Date		Legal Review Initials	
Board Review Date		Reference			
Approval Signature	Evita Morin, Chief Executive Officer				Page 1 of 6

POLICY

This “Gift Acceptance Policy” will provide guidelines to representatives of Rise Recovery who may be involved in the acceptance of gifts, to outside advisors who may assist in the gift planning process, and to prospective donors who may wish to make gifts to Rise Recovery.

Any questions which may arise in the review and acceptance of gifts to Rise Recovery will be referred to the Development Committee.

The Board of Directors, upon the advice of the Development Committee, reserves the right to decline any gift that does not further the mission of the organization. Also, any gifts that could create an administrative burden, cause the organization to incur excessive expenses, or could cause damage to the reputation of Rise Recovery and/or the Board of Directors, staff, or clients may be declined at any time before vesting or possession. Similarly, any gifts that could create an administrative burden, cause the organization to incur excessive expenses, or could cause damage to the reputation of Rise Recovery and/or the Board of Directors, staff, or clients after acceptance may be divested or otherwise disposed of.

All information obtained from or about donors/prospects shall be held in the strictest confidence by Rise Recovery. Neither the name, the amount, nor the conditions of any gift shall be published without the express written or documented oral approval of the donor and/or beneficiary. All communications with a donor regarding a specific gift will be subject to Rise Recovery’s cybersecurity communication policy. When donors are provided with any planned gift related documents, materials, illustrations, letters or other correspondence, the following disclaimer should be included:

Rise Recovery strongly urges you to consult with your attorney, financial advisor and tax

advisor to review this information provided to you without charge or obligation. This information in no way constitutes legal or financial advice.

The CEO shall review and approve acceptance of all gifts and pledges of more than \$5,000 and shall have the authority to reject any gift or pledge of less than \$10,000.

Receipts shall be issued for gifts as outlined below.



Restricted and Endowment Gifts

A restricted gift is a gift that can only be used for a specific purpose as set forth by a donor. An endowment gift is made by a donor expressing in writing that the principal of the gift will remain intact perpetually. An endowment gift may, or may not, also be a restricted gift. Restricted gifts and endowment gifts will only be accepted if the gift is more than \$25,000 and only with the approval of the Development Committee.

Current Gifts

1. Cash

- ☐ Gifts of cash of an amount less than \$10,000 may be accepted by staff without review by the Development Committee.
- ☐ Checks shall be made payable to "Rise Recovery". In no event shall an individual who represents Rise Recovery accept a check intended to benefit Rise Recovery which is made payable to the individual. Should any staff member receive such a check as an honorarium or otherwise, the staff member shall refuse the check, notify the Development Committee, and request a reissuance of the check to Rise Recovery.
- ☐ Electronic transfers of cash via an app such as Venmo, PayPal, or Zelle, shall be made only to accounts of Rise Recovery. Should any staff member receive such an electronic transfer, the staff member shall refuse/return the transfer, notify the Development Committee, and request a reissuance of the transfer to a Rise Recovery account. A receipt shall be provided for the gift upon the clearance of the check or the issuance of electronic credit.

2. Publicly Traded Securities

- ☐ Gifts of publicly traded marketable securities with value of less than \$10,000 may be accepted by staff without review by the Development Committee.
- ☐ A gift of securities to Rise Recovery will be liquidated as soon as is practicable.
- ☐ The average of the high and low market price on the date the gift was received in Rise Recovery's brokerage account will be used by Rise Recovery for accounting purposes and for the issuance of the receipt.
- ☐ A receipt shall be provided for the gift upon the clearance of the transfer of shares.



3. Closely Held Securities

- ☐ Gifts of closely held or non-publicly traded securities may only be accepted with approval of the Development Committee.
- ☐ A gift of closely held or non-publicly traded securities will be liquidated as soon as is practicable.
- ☐ The donor, and not Rise Recovery, shall be responsible for retaining and paying an appraiser or otherwise acquiring an appraisal that will meet the requirements of the Internal Revenue Code. A copy of the appraisal shall be provided to Rise Recovery.
- ☐ The appraised value of the closely held or non-publicly traded securities will be used by Rise Recovery for accounting purposes and for the issuance of the receipt.
A receipt shall be provided upon provision of a copy of the appraisal and the transfer of
- ☐ the securities in the books of the company.
When considering a gift of closely held or non-publicly traded securities, the
- ☐ Development
Committee will require organizational and other relevant documents from the donor prior to acceptance and will engage counsel to review the documents. The Development Committee will consider the tax, financial, and other implications of the holding and liquidating the closely held or non-publicly traded securities, including (but not limited to):
 - o Methods for liquidation of the securities through redemption or sale.
 - o An estimate of fair market value.
 - o Any restrictions on transfer.

4. Real Estate

- ☐ Gifts of real estate may only be accepted with approval of the Development Committee.
- ☐ When considering a gift of real property, the Development Committee will determine whether the real property may be used in furtherance of Rise Recovery's mission and activities or whether the real property will be sold as soon as is practicable. The Development Committee will communicate this determination to the prospective donor. It is anticipated that, generally, a gift of real estate will be liquidated as soon as is practicable.



- ☐ The donor, and not Rise Recovery, shall be responsible for retaining and paying an appraiser or otherwise acquiring an appraisal that will meet the requirements of the Internal Revenue Code. A copy of the appraisal shall be provided to Rise Recovery.
- ☐ The appraised value of the real estate will be used by Rise Recovery for accounting purposes and for the issuance of the receipt.
- ☐ A receipt shall be provided upon provision of a copy of the appraisal and the transfer of the real estate in the county property records.
Rise Recovery reserves the right to require an environmental assessment of any potential
- ☐ real estate gift.
The donor will, unless the Board Directors and the Development Committee determine otherwise, be asked to also contribute, concurrently with the gift of the real estate, all or
- ☐ a portion of the following prior to sale or disposition of the property:
 - o Maintenance costs
 - o Real estate taxes
 - o Insurance
 - o Real estate broker's commission and other costs of sale

5. Life Insurance

- ☐ Gifts of a life insurance policy may only be accepted with approval of the Development Committee.
- ☐ The Development Committee will accept ownership of a life insurance policy as a gift
only
if the Rise Recovery is named as the beneficiary of 100% of the policy, and only if the
- ☐ insurance policy is fully funded.
The donor, and not Rise Recovery, shall be responsible for retaining and paying an appraiser or otherwise acquiring an appraisal that will meet the requirements of the
- ☐ Internal Revenue Code. A copy of the appraisal shall be provided to Rise Recovery.
The appraised value of the life insurance policy will be used by Rise Recovery for
- ☐ accounting purposes and for the issuance of the receipt.
A receipt shall be provided for the gift upon provision of a copy of the appraisal and the execution of paperwork for the transfer of ownership by the insurance company.



6. Tangible Personal Property

- ☐ Gifts of tangible personal property may only be accepted with approval of the Development Committee.
- ☐ When considering a gift of tangible personal property, the Development Committee will determine whether the tangible personal property may be used in furtherance of Rise Recovery's mission and activities or whether the tangible personal property will be sold as soon as is practicable. The Development Committee will communicate this determination to the prospective donor. It is anticipated that, generally, a gift of tangible personal property will be liquidated as soon as is practicable.
- ☐ The donor, and not Rise Recovery, shall be responsible for retaining and paying an appraiser or otherwise acquiring an appraisal that will meet the requirements of the Internal Revenue Code. A copy of the appraisal shall be provided to Rise Recovery.
- ☐ The appraised value of the tangible personal property will be used by Rise Recovery for accounting purposes and for the issuance of the receipt.
- ☐ For non-titled personal property, a receipt shall be provided for the gift upon the provision of a copy of the appraisal and the property. For titled personal property, a receipt will be issued upon provision of a copy of the appraisal and execution of paperwork for the transfer of ownership.

Deferred Gifts

Deferred Gifts will be subject to the same policies and procedures outlined above. In addition:

☐ Rise Recovery shall not act as an executor (personal representative) for a donor's estate.

☐ Rise Recovery shall not act as trustee of a revocable or irrevocable trust, including as trustee of any charitable remainder trust.

☐ Rise Recovery will seek qualified professional counsel in the exploration and execution of all planned gift agreements. Rise Recovery may use a portion of a gift (or the proceeds of a gift) for fair and just remuneration for professional services.

☐ An acknowledgement will be sent to every donor notifying Rise Recovery of a deferred gift.

Specific deferred gifts may include:

1. Designation of Rise Recovery as beneficiary of all or a portion of a retirement account.



- Rise Recovery staff should inform the Development Committee of any designation as beneficiary of all or a portion of a retirement account.
- 2. Designation of Rise Recovery as beneficiary of all or a portion of a life insurance policy.
 - Rise Recovery staff should inform the Development Committee of any designation as beneficiary of all or a portion of a life insurance policy.
- 3. Designation of Rise Recovery as recipient of a bequest under Will or Distribution under a Trust.
 - Rise Recovery staff should inform the Development Committee of any designation as beneficiary of all or a portion of a Will or Trust.

Pledges

Pledges are promises to make a gift in the future, or over a period of time.

- All pledges for amounts over \$10,000 may only be accepted with approval of the Development Committee.

- When considering a pledge, the Development Committee will consider the amount, the nature of the relationship of the pledgor to Rise Recovery, the maturation date for the pledge, and the intent for the use of the pledged funds, including any restrictions.

- All pledges over \$10,000 must be documented with a Pledge Agreement signed by the pledgor and a staff member.

- Pledges of more than \$100,000 shall be reviewed by counsel for Rise Recovery, and pledges for lesser amounts shall be reviewed by counsel in the discretion of the Development Committee. Rise Recovery may use a portion of a gift (or the proceeds of a gift) for fair and just remuneration for professional services

Cessation of Operations

Donors making gifts of over \$100,000 should be informed, in writing, that should Rise Recovery cease operations, all financial assets held at that time revert to other 501 (C) (3) tax-exempt organizations as set forth in the Bylaws.

Phil's Favorite Recovery Books

April 2024

Addiction and Recovery for the Whole Family:

When The Servant Becomes the Master by Jason Z W Powers, MD

A Comprehensive Addiction Guide for Those Who Suffer from the Disease, the Loved Ones Affected By it, and the Professionals Who Assist Them
Central Recovery Press [2012]

Phil's Review: The subtitle says it all-extremely comprehensive-understandable by all of the parties involved! My favorite book for understanding all aspects of addiction.

Why Don't They Just Quit? by Joe Herzanek

What Families and Friends Need to Know About Addiction and Recovery
Changing Lives Foundation [2010]

Phil's Review: This book was the first book I read regarding what family members need to know about dealing with their addicted love one. This book is a classic that includes a lot of information not found in other books. If you have particular questions, this book probably has the answers. It is very easy to read and highly recommended.

Love First by Jeff and Debra Jay

A Family's Guide to Intervention
Hazelden Press [2008]

Phil's Review: The first half of this book is profoundly helpful to families in understanding what is helpful and what is not in relating to your addict. The second half describes in detail how to do a family intervention. The book is fabulous as is the related website: lovefirst.net, which includes treatment center recommendations.

At Wit's End by Jeff Jay and Jerry Borishkin PhD

What You Need to Know When a Loved One is Diagnosed with Addiction and Mental Illness
Hazelden Press [2007]

Phil's Review: This book explains all of the various co-occurring disorders that may be involved along with the addiction. Most addicts have co-occurring disorders, so this book is most helpful.

Getting Them Sober by Toby Rice Drews

Recovery Communications [1998]

Phil's Review: A classic written for spouses and parents of alcoholics.

Families and Addiction by Robert, Margaret and Patrick Brown

How to Stop the Chaos and Restore Family Balance
Self-Published [2014]

Phil's Review: This book explains skills that families need in order to counter the ongoing stress substance abuse causes and how to: create and maintain boundaries, work effectively as a team, find and use appropriate support, manage loss of trust, give up control of outcomes for the addict, give up communication with the addict and with other family members, and how to take care of yourself.

Choices and Consequences by Dick Schaefer
What to do When a Teenager Uses Alcohol/Drugs
Hazelden Foundation [1998]

Phil's Review: A fabulous, easy-to-understand book for families, teachers, and counselors that focuses on teenagers. It describes precisely what to do in a step-by-step process which includes boundaries and contracts.

First Aid For Enablers by Dr. David Curry
Ten Treatments for Enablers and Their Addicts
Rescue Mission [2011]

Phil's Review: A short book that is simple yet profound in its lessons on developing healthy boundaries with the addict in your life. Chapter 5 is absolutely classic in helping enablers and their addicts get healthy and move toward recovery.

Setting Boundaries with Your Adult Children by Allison Bottke
Six Steps to Hope and Healing
Harvest House [2008]

Phil's Review: The author's six steps are an acronym: SANITY. I carry the six steps on a card in my pocket at all times. This classic book sure helped me to gain some sanity.

Addiction Recovery: A Family's Journey by Diana Clark, JD, MA
Family Healing Strategies
Diana Clark [2013]

Phil's Review: This book is unique in its inclusion of engaging exercises, self-assessments and case examples. The focus of this book is on solutions and recovery for all parties involved. involved.

No More Letting Go by Debra Jay
The Spirituality of Taking Action Against Alcoholism and Drug Addiction
Bantam Dell [2006]

Phil's Review: A fabulous book that focuses on what the family can and should do. I think I have used more quotes from this book than any other.

My Addicted Child by Larry Fritzman LMFT and Avis Rumney LMFTS
A Family Systems Approach That Works
Recovery Works Publishers [2015]

Phil's Review: This book does a great job explaining a very structured family systems approach that involves the entire family and increases the odds for recovery. These are words from the beginning of the book: "Only when you accept that you are powerless over the addict and you focus on your own recovery, can the fundamental changes begin that can lead to a healthy outcome for you and your family. We believe this evidence-based approach will someday become the norm in treating addiction." See myaddictedchild.com.

How to Survive Your Child's Addiction by Patty Stanek Fallone
A Guide to Recovering Peace and Rediscovering Joy
Best Seller Publishing [2023]

Phil's Review: The author guides parents on a path of their own recovery. Parents learn better ways to navigate the challenges they face with their children through simple and practical tools. They also learn how to restore peace in their own lives and are given permission to seek out joy.

Addict in the House by Robin Barnett, EdD, LCSW
A No-Nonsense Family Guide Through Addiction & Recovery
New Harbinger Publications [2016]

Phil's Review: The author co-founded an addiction rehabilitation facility and talks about what she learned from her experiences. She discusses communicating with the addict, boundaries, treatment options, family relationships and more.

Understanding and Helping an Addict by Dr. Andrew Proux
And Keeping Your Sanity
Independently Published [2021]

Phil's Review: Phil's Review: A fascinating book by a medical doctor and addiction survivor, who is now a leading expert on addiction psychology. Dr Proulx describes ways for family members and loved ones to help the addict in ways that are truly effective. He explains how to keep your sanity when faced with the life-shattering frustration of dealing with a loved one who is self-destructing and doesn't want to be helped. He is getting one of the first PhDs in Addiction Psychology.

Unhooked: How to Help an Addicted Loved One by Jason Coombs
Brick House Press [2020]

Phil's Review: Jason Coombs is an addict in long-term recovery who is now running his own treatment center. This is a wonderful book that has great insights and strategies to help someone in bondage to a substance. He shares how to get real results and contribute to recovery as opposed to contributing to the addiction.

Soaring Above Co-Addiction by Lisa Espich
Twin Feather Publishing [2011]

Phil's Review: An excellent book on taking care of oneself in lieu of becoming enmeshed in the addict and their disease.

Reclaim Your Life by Carole Bennett, MA
You and the Alcoholic/Addict
Sea Hill Press [2010]

Phil's Review: This book does a fantastic job of teaching the family all about their addict and the role the family must play in recovery. The book has these sections: 1) Identifying and understanding the addict in your life; 2) Communication and boundaries; 3) You are at the helm; 4) Relapse and recovery; 5) Essays and poems. This book is aimed more at families with adult addicts (18+). See familyrecoveryolutions.com.

True Stories:

The Lost Years by Kristina Wandzilak & Constance Curry

Surviving a Mother and Daughter's Worst Nightmare

Jeffers Press [2006]

Phil's Review: My favorite book among the true story category. The mother and daughter take turns telling their side of this amazing story with an inspirational ending.

From Dope to Hope--A Man in Recovery by Tim Ryan Spiritus

Communications [2017]

Phil's Review: My second favorite among the true story category. Tim Ryan should not be alive-so his recovery provides a lot of hope.

Little Black Sheep by Ashley Cleveland

David C Cook [2013]

Phil's Review: Ashley Cleveland is a fabulous Christian singer. It turns out she is also a great author. Her memoir is one of "selective surrender" to God and of a continuing struggle with addiction and other demons.

Basketball Junkie by Chris Herren

St. Martin's Griffin [2012]

Phil's Review: This is a very well-written book about addiction from the perspective of a college and professional athlete.

Loss of Innocence by Ron and Carren Clem

A daughter's journey into the underworld of meth addiction and a father's fight to bring her back

Virgin Books [2008]

Phil's Review: This was my first true story book about addiction. It recounts the story from the perspective of both the father and the daughter.

The Change Agent by Damon West

How a Former College QB Sentenced to Life in Prison Transformed His World

Post Hill Books [2019]

Phil's Review: Wow. If this book does not become a movie or TV series, I will be shocked. A big part of the author's transformation was overcoming addiction. Damon's story is both amazing and inspiring. There are life-changing concepts in this true story.

The Gravity of Joy by Angela Williams Gorrell

A Story of Being Lost and Found

Wm. B. Eerdmans Publishing Co. [2021]

Phil's Review: The Gravity of Joy is a masterpiece of storytelling about grief and grace and ultimately joy. If like me, you and your family have been impacted by addiction and the opioid crisis and/or by untimely deaths, this book will be a salve for your soul. If your life is filled with too much disappointment, fear, and anger, this book will be a salve for your soul. If you feel your life is not worth living, this book will be a salve for your soul.

12 Steps:

12 Steps The Steps We Took by Joe McQ

A teacher of the 12 Steps shares his experience, strength, and hope with all those recovering from addictions, all who want to recover, and all who love them

August House [1990]

Phil's Review: This book is my absolute favorite for your first working of the 12 Steps, regardless of whether you have chemical dependency issues or co-dependency issues.

Carry This Message by Joe McQ

A Guide for Big Book Sponsorship

August House [2002]

Phil's Review: This book is specifically written for sponsors to assist them in helping others work the 12 Steps.

Drop The Rock by Bill P, Todd W, and Sara S

Removing Character Defects-Steps Six and Seven

Hazelden Foundation [2005]

Phil's Review: This book is very helpful to read immediately after completing your inventory.

The Twelve Steps of Alcoholics Anonymous

As Interpreted by Hazelden Foundation [1993]

Phil's Review: Each step is explained by a different author. Other than the chapter on Step 4, I found this book very helpful.

The Twelve Steps for Christians by Friends in Recovery

RPI Publishing [1994]

Phil's Review: This book is helpful to Christians working the 12 Steps and includes many scripture references.

The Journey of the Beatitudes by Richard Wilson Hazelden

[1986]

Phil's Review: This great little book explores each of the Beatitudes in the Sermon on the Mount and uncovers the similarities with the 12 Steps.

Codependents' Guide to the Twelve Steps by Melodie Beattie

How to Find the Right Program for You and Apply Each of the Twelve Steps to Your Own Issues

Fireside [1990]

Phil's Review: This book is good for codependents to use for a second or third working of the Steps.

A Hunger for Healing by J Keith Miller

The Twelve Steps as a Classic Model for Christian Spiritual Growth

Harper Collins [1991]

Phil's Review: Of all of the books reviewed, this is my favorite. It is very deep and spiritual and profound. Every Christian who has worked the 12 Steps should go back through the Steps again using this book. It is a graduate-level course in both the 12 Steps and Christian spiritual growth.

Parenting Teenagers:

(These two books will help you parent and understand your teenager)

Tough Guys and Drama Queens by Mark Gregston

How Not to Get Blind-Sided by Your Child's Teen Years Thomas Nelson [2012]

The Teenage Brain by Frances Jensen, MD with Amy Ellis Nutt

A Neuroscientist's Survival Guide to Raising Adolescents and Young Adults
Harper [2015]

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CHECKLIST

of Board Roles and Responsibilities

Basic board roles and responsibilities are the foundation for a successful board. BoardSource has designed this checklist so you can quickly remind yourself of your key responsibilities. It's also a great board orientation tool! Can you check all the boxes?

ESTABLISHING IDENTITY AND DIRECTION

- Has the board adopted or revised a strategic plan or defined a strategic direction for the organization within the past three years?
- Does the board ensure that the organization's mission, vision, and values are reflected in the organization's programs?
- Are the organization's strategic priorities adequately reflected in the annual budget?

ENSURING THE NECESSARY RESOURCES

- Has the board adopted policies related to funds to be pursued and/or accepted in support of the mission? Does the board expect all its members to be active participants in fundraising efforts?
- Does the board's composition reflect the strategic needs of the organization?
- Is the board confident that the chief executive's skills and other qualities represent a good match for the organization's strategic needs?
- Does the board seek and review information related to the organization's reputation?

PROVIDING OVERSIGHT

- Does the board contract with an outside auditor for the annual audit?
- Does the organization have up-to-date risk management policies and plans?
- Does the board monitor progress toward achievement of goals related to the organization's programs? Does the board have a clear understanding of the organization's financial health?
- Does the chief executive receive an annual performance review by the board?
- Are all board members familiar with the chief executive's compensation package?

BOARD OPERATIONS

- Does the board regularly assess its own performance?
- Are organizational and board policies regularly reviewed?
- Do committees and task forces actively engage board members in the work of the board?
- Do board meeting agendas focus the board's attention on issues of strategic importance?
- Do board members have easy access to information needed for effective decision making?

[Source: Nonprofit Board Fundamentals](#)