



Yakima Basin Fish & Wildlife Recovery Board

Operational Policies

As updated by the Board on March 10, 2016

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1 INTRODUCTION

This manual has been developed by the Yakima Basin Fish & Wildlife Recovery Board (YBFWRB) to document the policies the Board has set to guide general operations.¹ A separate personnel manual documents board policies that apply specifically to employees. The YBFWRB at its option, may change, delete, suspend, or discontinue parts of any policy in its entirety, at any time without prior notice. This manual and the accompanying personnel policy supersede all previous policies, employee manuals and memos.

2 BOARD OF DIRECTORS POLICIES

2.1 BOARD MEMBERSHIP POLICIES

- 1) All governments that have signed the Interlocal Agreement (ILA) creating the YBFWRB shall be recognized as members.
- 2) Each member government will receive an annual letter providing information and updates on the YBFWRB and requesting updated contact information for representatives wanting to receive YBFWRB correspondence. The current Board of Director membership will be listed and member governments will be invited to attend the annual meeting, where Board of Directors membership, proposed work plans and budgets will be reviewed and approved.
- 3) After each year's review and approval of Board of Directors memberships, each designated representative will be asked to complete a certification and conflict of interest form.
- 4) YBFWRB staff will maintain a contact list for member government representatives and Board of Directors members.

¹ The abbreviation "YBFWRB" is used to refer to the organization as a whole, while "Board" is used to refer to the governing body of the organization.

- 5) Bylaws specify that each county shall be represented on the Board of Directors by an elected official from the county government and elected officials of two of the member cities within that county.
- 6) City representatives are to be nominated by the member governments in that county and confirmed by the Board of Directors at the annual meeting, or as nominations to fill vacancies are made.

2.2 POLICIES FOR BOARD OF DIRECTORS MEMBERS

2.2.1 Nonprofit Board Responsibilities

Members of the Board of Directors and their alternates work together to govern the YBFWRB. The basic responsibilities of the Board of Directors are to:

1. Determine the Organization's Mission and Purpose

A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the Board of Directors' responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.

2. Select the Executive

The Board must reach consensus (as defined in the Bylaws) on the chief executive's job description and undertake a careful search process to find the most qualified individual for the position.

3. Support the Executive and Review His or Her Performance

The Board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire Board, should decide upon a periodic evaluation of the chief executive's performance.

4. Ensure Effective Organizational Planning

As steward of an organization, the Board must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.

5. Ensure Adequate Resources

One of the Board's responsibilities is to ensure that adequate resources are available for the organization to fulfill its mission. The Board should work in partnership with the chief executive and development staff, if any, to identify and secure funds.

6. Manage Resources Effectively

The Board, in order to remain accountable to its donors, the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.

7. Determine and Monitor the Organization's Programs and Services

The Board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.

8. Enhance the Organization's Public Image

An organization's primary link to the community, including constituents, the public, and the media, is the Board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from the community, are important elements of a comprehensive public relations strategy.

9. Serve as a Court of Appeal

Except in the direst of circumstances, the Board must serve as a court of appeal in personnel matters. Solid personnel policies, grievance procedures, and a clear delegation to the chief executive of hiring and managing employees will reduce the risk of conflict.

10. Assess its Own Performance

By evaluating its performance in fulfilling its responsibilities, the Board can recognize its achievements and reach consensus on which areas need to be improved. Discussing the results of a self-assessment at a retreat can assist in developing a long-range plan.

2.2.2 Duty of Care

The duty of care requires directors to exercise the care, diligence and skill that an ordinary, prudent person would exhibit under similar circumstances.

Duty of Care is carried out by the following actions:

1. Consistently attending Board meetings and other committee meetings as scheduled.
2. Preparing in advance for Board meetings.
3. Obtaining information from trustworthy sources prior to voting in order to make good decisions.
4. Using independent judgment.

5. Periodically reviewing the credentials and performance of those who serve the organization.
6. Reviewing frequently the finances and financial policies of the organization.
7. Ensuring the compliance of filing requirements, especially annual information returns.

2.2.3 Duty of Loyalty

The duty of loyalty is a standard of faithfulness. This duty requires that Board members put the interests of the organization before their personal and professional interest.

The Duty of Loyalty is carried out by the following actions:

1. Fully disclosing any conflicts of interest.
2. Adhering to the organization's conflict of interest policy.
3. Avoiding the use of corporate opportunities for the individual's personal gain or benefit.
4. Avoiding the use of the organization's property for personal purposes.
5. Ensuring the nondisclosure of the organization's confidential information.

2.2.4 Duty of Obedience

The Duty of Obedience is carried out by the following actions:

1. Complying with all regulatory and reporting requirements (IRS, etc.) and the payment of employment taxes.
2. Examining all documents (such as bylaws and articles of incorporation) that govern the organization and the operation of the organization.
3. Ensuring that the organization remains obedient to its central purpose(s) and scope.

2.2.5 Conflict Of Interest

2.2.5.1 Purpose

The purpose of the conflict of interest policy is to protect the Yakima Basin Fish & Wildlife Recovery Board's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Board or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

2.2.5.2 Definitions

Interested Person: Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a) An ownership or investment interest in any entity with which the YBFWRB has a transaction or arrangement,
- b) A compensation arrangement with the YBFWRB or with any entity or individual with which the Board has a transaction or arrangement, or
- c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the YBFWRB is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that have a value of greater than \$50.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

2.2.5.3 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 and be given the opportunity to disclose all material facts to the Directors and members of committees with

governing board delegated powers considering the proposed transaction or arrangement.

2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a) An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b) The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c) After exercising due diligence, the governing board or committee shall determine whether the YBFWRB 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) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a vote of the disinterested directors whether the transaction or arrangement is in the YBFWRB's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflicts of Interest Policy

- a) If the governing board 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 governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

2.2.5.4 Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's 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 a record of any votes taken in connection with the proceedings.

2.2.5.5 Compensation

- a) A voting member of the governing board who receives compensation, directly or indirectly, from the YBFWRB for services is precluded from voting on matters pertaining to that member's compensation.
- b) A voting member of any committee whose *authority includes compensation matters* and who receives compensation, directly or indirectly, from the YBFWRB for services is precluded from voting on matters pertaining to that member's compensation.
- c) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the YBFWRB, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

2.2.5.6 Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a) Has received a copy of the conflicts of interest policy,
- b) Has read and understands the policy,
- c) Has agreed to comply with the policy, and
- d) Understands the YBFWRB is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.
- e) Have completed required Open Government Trainings

2.2.5.7 Periodic Reviews

To ensure the YBFWRB operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a) Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
- b) Whether partnerships, joint ventures, and arrangements with management organizations conform to the YBFWRB's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

2.2.5.8 Use of Outside Experts

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

2.3 Code of Conduct

The Board commits itself and its members, as well as all volunteers and staff to ethical, businesslike, and lawful conduct, including proper use of authority and

appropriate decorum when acting on behalf of the Yakima Basin Fish & Wildlife Recovery Board (YBFWRB).

Board members, volunteers and staff of the organization will at all times conduct themselves in a manner that:

1. Supports the mission, vision, values, goals and objectives of the YBFWRB.
2. Serves the overall best interests of the YBFWRB rather than any particular constituency.
3. Brings credibility and good will to the YBFWRB, and takes no action nor creates any perception that may bring discredit to the good name and credibility of the YBFWRB.
4. Respects principles of fair play and due process.
5. Demonstrates respect for individuals in all manifestations of their cultural and linguistic diversity and life circumstances.
6. Respects and gives fair consideration to diverse and opposing viewpoints.
7. Demonstrates due diligence and dedication in preparation for and attendance at the meetings, special events and in all other activities on behalf of the YBFWRB.
8. Ensures that the financial affairs of the YBFWRB are conducted in a responsible and transparent manner with due regard for their fiduciary responsibilities and public trusteeship.
9. Avoids real or perceived conflicts of interest.
10. Complies with the Bylaws and policies approved by the Board, in particular this Code of Conduct, and the Conflict of Interest policy.
11. Publicly acknowledges and adheres to decisions legitimately taken in the transaction of the YBFWRB's business. A member of the Board, other volunteer or staff shall have the right to propose to the Board that a decision previously made be modified, rescinded or reversed.

2.4 Confidentiality

It is the policy of the YBFWRB that directors and employees may not disclose, divulge, or make accessible confidential information belonging to, or obtained through their affiliation with the YBFWRB to any person, including relatives, friends, and business and professional associates, other than to persons who have a legitimate need for such information and to whom the YBFWRB has authorized disclosure. Directors and employees shall use confidential information solely for the

purpose of performing services as a director or employee for the YBFWRB. This policy is not intended to prevent disclosure where disclosure is required by law.

Directors, employees, volunteers and contractors must exercise good judgment and care at all times to avoid unauthorized or improper disclosures of confidential information. Conversations in public places, such as restaurants, elevators, and public transportation, should be limited to matters that do not pertain to information of a sensitive or confidential nature. In addition, directors and employees should be sensitive to the risk of inadvertent disclosure and should for example, refrain from leaving confidential information on desks or otherwise in plain view and refrain from the use of speaker phones to discuss confidential information if the conversation could be heard by unauthorized persons.

At the end of a director's term in office or upon the termination of an employee's, volunteer's or contractor's relationship with the YBFWRB, employment, he or she shall return, at the request of the YBFWRB, all documents, papers, and other materials, regardless of medium, which may contain or be derived from confidential information, in his or her possession.

2.5 Political and Legislative Activities

The YBFWRB shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

The YBFWRB shall not devote a substantial part of its activities to attempting to influence legislation, as evaluated using IRS criteria for Section 501(c)(3) organizations. Limited efforts to influence legislation are permissible to the extent allowed by the IRS for Section 501(c)(3) organizations. However, initiating contact with legislators on pending bills, including budget bills, cannot be paid for with state funds or federal funds.

Responding to inquiries from legislators, providing educational materials and coordinating with other organizations on policy priorities is encouraged.

2.6 Social Media

The Board commits itself and its members, as well as all volunteers and staff to careful use of social media. Representatives of the YBFWRB should not post any comment or picture involving an employee, volunteer or client of the YBFWRB without their express consent.

- If you post any comment about our nonprofit, you must clearly and conspicuously state that you are posting in your individual capacity and that

the views posted are yours alone and do not represent the views of our organization.

- Unless given written consent, you may not use our nonprofit's logo or any organizational material in your posts.
- All postings on social media must comply with our policies on confidentiality and disclosure of proprietary information. If you are unsure about the confidential nature of information you are considering posting, consult Executive Director.
- Do not link to the organization's website or post any agency material on a social media site without permission from Executive Director
- Don't forget that you are responsible for what you write or present on social media. You can be sued by other employees or any individual that views your social media posts as defamatory, harassing, libelous, or creating a hostile work environment.
- All organizational policies that regulate off-duty conduct apply to social media activity including, but not limited to, policies related to illegal harassment, code of conduct, nondiscrimination, and protecting confidential and/or proprietary information.
- Use of organizational equipment for non-work-related activities is not allowed without specific permission. Additionally, our policy on Use of Computers, Phone and Mail apply to social media use at work, including our policy that personal use of our computers, including personal social media activities, should not interfere with your duties at work.
- Violation of this policy may lead to discipline up to and including the immediate termination of employment.

2.7 Open Government Trainings Act Compliance

Board of Director's Members and alternates and staff of the Yakima Basin Fish & Wildlife Recovery Board will ensure that they meet the training requirements of the Open Government Trainings Act. They shall verify, on an annual basis that they have met the training requirements listed on the State Attorney General's website (<http://www.atg.wa.gov/open-government-training>).

3 OPERATIONAL POLICIES

3.1 General Insurance Requirements

The YBFWRB shall procure at least the following insurance: general liability, officers and public officials' errors and omissions, property, casualty and fire. The Board of Directors may authorize contracts with insurance and/or risk pools, or other agencies to provide the insurance coverage deemed by the Board of Director to be reasonable and appropriate for its activities.

3.2 Automobile Insurance Requirements

1. YBFWRB will carry insurance on all owned or leased vehicles as required by the lender and by state of Washington law.
2. YBFWRB representatives renting vehicles for YBFWRB purposes shall include, as part of the rental agreement, insurance offered by the rental provider. All liabilities will be assumed by the individual signing the rental agreement.
3. YBFWRB representatives using personal vehicles for YBFWRB business will use their personal insurance as the primary insurer. Representatives are required to carry a minimum coverage of \$100,000 bodily injury liability for one person in an accident/\$300,000 bodily injury liability for all people injured in an accident/\$50,000 property damage liability for one accident through his or her personal automobile insurance carrier, which shall not exclude business use. Up-to-date documentation of insurance coverage and copies of driver's licenses shall be on file for all persons driving on YBFWRB business.

3.3 Equipment Use & Disposal

1. All durable items with initial cost greater than \$200 and expected life of greater than 1 year shall be tracked as an inventory asset and depreciated accordingly. YBFWRB shall maintain an inventory of all such assets.
2. Donated items at shall be valued at fair market value.
3. YBFWRB assets will be in used to further the YBFWRB's mission. Use or loan by partners shall be approved by the Executive Director in writing.
4. Items shall be disposed in an environmentally safe manner or donated to nonprofit organizations. Assets may be sold with proceeds being used for

YBFWRB activities consistent with the YBFWRB's mission. Assets may not be sold to Board of Directors members or staff.

3.4 Meeting Room Use

The YBFWRB office is maintained to further YBFWRB business. It may be made available for use by other organizations, provided that an YBFWRB employee is present, and that the proposed use is in furtherance of the mission of the YBFWRB and does not interfere with other YBFWRB business.

3.5 Meals and Refreshment Reimbursement

1. Purchases of food and beverages for YBFWRB events may be reimbursed up to the applicable state per diem allowance per event participant.
2. Advance approval is required by the Executive Director.
3. Participant list and agenda must accompany receipts for the purchase in order to qualify for reimbursement.
4. The YBFWRB will not reimburse for alcoholic beverages.

3.6 Volunteer Policy

The YBFWRB may, at times, recruit volunteers for projects or assistance. The YBFWRB may also work with volunteers associated with partner agencies on projects that foster the purposes of both organizations. All volunteers will be oriented to the project; volunteers acting directly on behalf of the YBFWRB will be asked to complete a Volunteer Acknowledgment Waiver & Release from Liability form. See Appendix A; Form 1.

Volunteers may be reimbursed for legitimate preapproved expenses incurred as part of volunteer duties, as described in Section 4 of this manual. Transport to regular meetings and events is not reimbursable; other travel expenses may only be reimbursed with authorization from the Executive Director.

3.7 Disclosure of Public Records

1. Definitions

- a. "Public record" includes any writing containing information relating to the conduct of government or the performance of any governmental or proprietary

function prepared, owned, used or retained by any state or local agency regardless of physical form or characteristic.

b. "Writing" means handwriting, typewriting, printing, Photostatting, email, texting, photographing, and every other means of recording any form of communication or representation as defined in RCW 42.56.010.

2. Requests for Public Records

All requests shall be directed to the YBFWRB office. The request shall include the following information:

- i) The name of the person requesting the records;
- ii) The date of the request;
- iii) The identifiable record(s) being requested.

3. Time, Inspection and Copying of Public Records

a) Public records shall be available for inspection and copying during the regular office hours: Monday through Friday, excluding legal holidays.

b) Public records required to be disclosed by chapter 42.56 RCW, shall be provided as follows:

- i. If feasible, records shall be made available for inspection under supervision in the YBFWRB office within five business days of the initial request.
- ii. If records can not be made available within 5 days, the Board may provide written notice of when records will be available, as long as such notice is given within the initial 5 day period.
- iii. If requests for records are not clear, the Board may provide a written request for clarification, as long as such notice is given within the initial 5 day period.

c) Arrangements for photocopying of documents in accordance with RCW 42.56 shall be made by the YBFWRB office in such a way as to protect the records from damage or disorganization and to prevent excessive interference with other essential functions of the YBFWRB.

- d) No fee shall be charged for the inspection of public records. The Board may impose a charge for providing copies of public records and for providing copies of public records and for the costs of envelopes, postage, and other charges as allowed by the law.
- e) No person shall be provided a copy of a public record which has been copied by the Board at the request of such person until and unless such person has tendered payment for the charge for providing such copying.
- f) No original document shall removed by a member of the public from the viewing area. Nor shall any member of the public who is viewing documents disassemble, deface, or cause the disorganization of documents for any reason whatsoever.

4. Exemptions

The YBFWRB reserves the right to determine that a public record requested is exempt under RCW42.56. Responses by the Board refusing, in whole or in part, inspection of any record shall include a statement of the specific exemption authorizing the withholding of the record (or part) and a brief explanation of how the exemption applies to the record withheld.

5. Denial of Public Records Request

The person who has been denied access to public records may submit a petition for reconsideration to the Board through the YBFWRB office. The petition shall be reviewed promptly and the action of the Board shall be to approve or disapprove. Action upon the petition shall constitute the Board's final action for purposes of judicial review.

3.8 Document Management

3.8.1 Financial Records

All financial records shall be maintained in the Board's offices for 10 years. The following items shall be maintained on file permanently:

- Audit reports.
- Capital stock and bond records: ledgers, transfer payments, stubs showing issues, record of interest coupon, options, etc.

- Checks (canceled, for important payments; i.e., taxes, purchase of property, special contracts, etc. [checks should be filed with the papers pertaining to the underlying transaction]).
- Donation records of endowment funds and of significant restricted funds.
- Financial statements (end-of-year).
- General ledgers and end-of-year statements.
- Tax returns and worksheets, revenue agents' reports, and other documents relating to determination of tax liability.

3.8.2 Contracts

All contracts and leases shall be maintained for 10 years following expiration.

3.8.3 Correspondence

General correspondence shall be maintained for 4 years; however correspondence pertaining to legal or important matters shall be maintained permanently.

3.8.4 Personnel Records

Employee personnel records shall be maintained for 7 years after termination. Employment applications shall be maintained for 3 years after receipt.

3.8.5 Insurance Records

Copies of all expired and current insurance policies and records, current accident reports, claims, etc. shall all be maintained on a permanent basis.

3.8.6 Miscellaneous Records:

Records of Board of Director's meeting minutes and Bylaws and Articles of Incorporation shall be maintained on a permanent basis.

Internal reports shall be maintained for 3 years. Volunteer records shall be maintained for 3 years.

Warning: All permitted document destruction shall be halted if the organization is being investigated by a governmental law enforcement agency, and routine destruction shall not be resumed without the written approval of legal counsel.

3.9 Computer System Backup Procedures

1. Data from all office computers is backed up to the server on a daily basis.
2. The digital accounting files are backed up on the server at least once a month.
3. Server files, including 1 and 2 above, are backed up to an online backup facility on a daily basis.
4. An archive of digital material not backed up to the online facility is maintained in an offsite storage device.

3.10 Board Meeting Notification

YBFWRB by-laws stipulate that we adhere to the Open Public Meeting Act. In order to assure adequate notice of our meetings, the YBFWRB will:

1. Create and approve an annual Board of Directors meeting schedule.
2. Send the annual meeting schedule to the contact of record for each signatory to the ILA creating the Board.
3. Create and maintain a distribution list of partners and any who request information on meeting times. This list shall include all signatories to the ILA and the newspapers of record in our area.
4. Send an email announcement two weeks prior to each Board meeting to the above list of contacts.
5. Maintain a calendar of meetings on our website and note any changes in the schedule.
6. Post agendas and minutes on our website.

All meetings of the Board of Directors will be open to the public.

3.11 Annual Meeting Checklist

During each annual meeting, the following procedures will be performed.

1. The Board of Directors will approve new signers to each bank account.

2. The Board of Directors will approve any new and necessary bank accounts.
3. As required, new signers will complete the appropriate signature card and corporate resolutions.
4. Name, address and telephone directory of new Board of Directors officers will be obtained.
5. A review of the current operating procedures will be made with the Executive Committee. Board operating procedures will be reaffirmed or revised by the Board of Directors at the annual meeting.
6. All financial institutions will be notified of changes to the authorized signers within ten (10) business days following the annual meeting.

3.12 Executive Director Transition

The departure of an Executive Director presents many challenges and opportunities for the organization. In the Executive Director transition process, the Director, board, and staff each has a critical role to play. The Board and Executive Director should discuss the Director's plans regarding tenure and Executive Director transition as a regular part of the Director's annual evaluation. When an Executive Director's departure is imminent:

A. The departing Executive Director should:

1. Give as much notice as possible of the Director's resignation to the Board and staff and develop a departure communication strategy in consultation with the chair to notify the Board, staff and the broader community why and when the Director will be leaving.

B. The Board should:

1. Strengthen its leadership by becoming more active and engaged in the organization and taking stock of existing board roles, relationships, and expectations.
2. Ensure that the Executive Director, board, and staff are in regular communication about the transition process as it unfolds.

C. The Board, Executive Director and staff working together should:

1. Notify key funders of the impending departure of the Director and ensure a carefully planned transition.

2. Minimize the impacts of the departure on staff morale and retention by fostering communication, teambuilding, and attending to employee relationships.
3. Ensure that enough funds are available at the time the new director starts to cover operating expenses and to avoid financial crises. During this transition the Board may ask its executive committee to meet more frequently to oversee spending if there is a concern about the program's fiscal situation.
4. Handle any pending major legal issues affecting the organization.
5. Work to ensure that all financial records, information systems and physical property are secure and maintained during the transition.

Leading and managing the transition process is the responsibility of the Board. The Board, staff and outgoing Executive Director should establish a Transition Committee to 1) guide the program through a rapid organizational assessment to determine immediate organizational priorities and needs, 2) develop and implement a plan for hiring and orientating a new Director, and 3) ensure a smooth leadership transition from the outgoing Executive Director to the new Director.

A. The transition committee:

1. Be responsible for the overall transition process.
2. Consist of board and staff leaders and such other persons as will represent a broad spectrum of interest in program.
3. Strive for diversity on the committee, particularly with regard to race, gender, and organizational position.
4. Report to and make recommendations to the full board with input and involvement from the staff.
5. Develop a plan, timetable, and budget for its work.
6. Consider hiring an outside organizational development consultant to give advice to the transition committee throughout the process.

B. Rapid organizational assessment:

1. The transition committee or the full board should decide on the scope of the rapid organizational assessment with input from stakeholders.
2. The assessment should involve staff and other stakeholders and examine current organizational strengths, weaknesses, opportunities, threats,

priorities and resources. The assessment should be designed to build agreement about the ideal characteristics of the new Executive Director.

3. The Board, staff and the newly hired Executive Director may wish to pursue a full strategic planning process once the new Executive Director is hired and up to speed.

The Board should adopt specific hiring protocols to conduct a search process for the new Executive Director. The following protocols are suggested.

A. Interim Director

1. The Board should consider if it will need an interim Executive Director. An interim Director may be necessary if the departing Director provides little notice or the departure will occur significantly before the new Director is hired and oriented. An interim Executive Director may be an outside consultant, existing staff or a board member. Generally, an interim director should not be a candidate for the permanent position, unless they are a serious candidate for the position, possesses the qualities and skills necessary for long-term leadership, and their involvement in the search process would not provide them with an unfair advantage.
2. The interim Director and the Board chair should establish a temporary chain of command and system for decision-making and communication among board, staff, funders, and volunteers to ensure a smooth interim transition.

B. Planning and Structure

1. The Board may decide to hire a search firm to lead the search for the permanent Executive Director. Search firms can offer valuable assistance with recruitment, initial screening, and advice about effective resume review, interviewing and hiring techniques. These firms should have extensive experience in outreaching to diverse candidates.
2. The Board may decide to delegate many of its hiring functions, but, the full board should be informed about and approve the major steps taken as the process moves forward. If the Board decides to delegate its functions it may appoint the transition committee, or/and other body to conduct the hiring process. The hiring body's responsibilities could include developing a plan and timetable, drafting a job description to be approved by the Board, supporting recruitment, ensuring diversity in the applicant pool, reviewing resumes, and conducting interviews.

4 ACCOUNTING POLICIES & PROCEDURES

These accounting policies and procedures have been prepared to document the internal accounting procedures for the Yakima Basin Fish & Wildlife Recovery Board. Their purpose is to ensure that assets are safeguarded, that financial statements are in conformity with generally accepted accounting principles, and that finances are responsibly managed.

All personnel with a role in the management of the Yakima Basin Fish & Wildlife Recovery Board's fiscal operations are expected to uphold the policies in this manual. It is the intention of the Yakima Basin Fish & Wildlife Recovery Board that these accounting policies and procedures serve as our commitment to proper, accurate financial management and reporting.

4.1 Division of Duties

The following is a list of personnel who have financial management responsibilities within the Organization:

4.1.1 Executive Director

1. Approves all vouchers, invoices and checks.
2. Develops the annual budget with input from the Board of Directors and the Executive Committee.
3. Reviews the payroll summary for the correct payee, hours worked and check amount.
4. Reviews and approves all financial reports.
5. Reviews and approves pending check disbursements.
6. Reviews all vouchers and invoices for those checks which require his or her signature.
7. Authorizes all interfund transfers.
8. Reviews all bank reconciliations.
9. Approves all reimbursements.
10. Manages the assets accounts.
11. Has signing authority on all Yakima Basin Fish & Wildlife Recovery Board accounts.

12. Works with Operations Manager to prepare financial reports and reimbursement requests.
13. Ensures that the person receiving funds is not also the depositor of those funds by acting as the depositor for funds received by the Operations Manager.

4.1.2 Board of Directors

1. Reviews and approves financial reports at least quarterly.
2. Reviews and approves annual budget.
3. Reviews all vouchers and invoices for those checks over \$10,000 or otherwise requiring Board-level approval. Approves any expenditure that would cause categorized expenses to exceed amounts identified in the Board approved budget.

4.1.3 Board Chair

1. Acts as signator on checks, as required.
2. Reviews all vouchers and invoices on checks which require his or her signature.
3. Has signing authority on all Yakima Basin Fish & Wildlife Recovery Board accounts.
4. Authorizes purchases and contracts that exceed \$5,000 but are less than \$10,000.

4.1.4 Board Treasurer

1. Acts as signator on checks, as required.
2. Reviews all vouchers and invoices on checks which require his or her signature.
3. Has signing authority on all Yakima Basin Fish & Wildlife Recovery Board accounts.
4. Reviews financial reports prior to Board meetings.

4.1.5 Executive Committee

1. Works with staff to develop and propose annual budget for Board of Director approval.
2. Purchases and contracts over \$10,000, any multi-year contracts, and sole source contracts greater than \$500 require explicit approval from a quorum (3 members) of the Executive Committee, provided all other conditions of this policy are met.
3. Reviews all vouchers and invoices for those checks which require Executive Committee approval.
4. Act as audit committee, reviewing and auditing all YBFWRB transactions, check registers and credit card ledgers on an at least quarterly basis.

4.1.6 Accountant/Bookkeeper

1. Receives unopened bank statements.
2. Processes the payroll, including payroll tax returns.
3. Reconciles the general ledger monthly.
4. Reconciles the bank accounts.
5. Reconciles the statement of credit card deposits and service charges.
6. Prepares required annual reports and tax returns.

4.1.7 Operations Manager

1. Receives and opens all incoming mail, *except* the bank statements.
2. Processes accounts payable.
3. Processes reimbursement requests.
4. Process deposits within one week of receipt.
5. Prepares financial reports, including requests for reimbursements.

4.2 Cash Receipts Procedures

1. Checks received by the Operations Manager are reviewed by the Executive Director.
2. At the direction of the Executive Director, checks are copied and prepared for deposit.
3. Deposits are made directly to the bank within one week of receipt.
4. Deposit receipts and check copies will be filed according to the source of the payment received.
5. No single bank account should contain more than the maximum FDIC will insure.

4.3 Funds Received by Wire Transfer or Electronic Fund Transfer

1. The Executive Director will request and execute transfers of funds.
2. Where appropriate - as in reimbursement of grant funds - the Operations Manager will prepare a project financial statement for approval by the Executive Director, prepare a request for reimbursement or advance, and file and mail the necessary documents.
3. Once the funds are credited to the YBFWRB savings account, the Operations Manager will record the deposit.
4. The Accountant/Bookkeeper will reconcile the credit memo to the total cash received at the end of the month.
5. In the absence of the Executive Director, the Chair or Treasurer of the Board of Directors may authorize transfers.

4.4 Inter-Fund Transfers

1. The Yakima Basin Fish & Wildlife Recovery Board's funds will be held in a savings account, with an amount needed to meet short-term cash flow requirements held in a checking account.
2. In order to maintain a checking account balance sufficient to meet cash flow requirements for up to one month, transfers to and from the savings account will be made by the Executive Director.

3. These transfers will occur concurrently with the associated disbursements.

4.5 Cash Disbursements Procedures

1. The Operations Manager will receive all invoices and present them to the responsible staff person for his/her approval prior to entering invoices into the accounting software.
2. The staff person responsible for ordering the product or service will check the validity of the invoice against proposals/bids, etc. and work accomplished/delivered.
3. Cash disbursements will be prepared by the Operations Manager for signature by the Executive Director for expenses, debts and liabilities of the Yakima Basin Fish & Wildlife Recovery Board.
4. The Operations Manager is responsible for the preparation of disbursements. All disbursements are to be made by check, except for credit card payments and payroll payments, which will be made via electronic transfer.
5. After inputting all the check requests, the Operations Manager will prepare a master list of all checks to be paid for approval by the Executive Director and the Chair (if \$5,000-\$10,000), or the Executive Committee (if greater than \$10,000 or a sole source or multi-year contract). If there are any questions or concerns about the amounts, the Operations Manager should provide necessary information prior to running any disbursements. If there are any items removed from the batch, the totals on the payment summary form should be corrected, initialed and dated by the Executive Director.
6. Once disbursements have been approved, the Operations Manager will print the checks. The checks will be attached to the invoice, and other supporting documentation, being paid and submitted for signatures. A check register should be run and filed together with the disbursement transmittal form.
7. The Executive Director will review all checks and supporting materials to ensure the account and grant/project is charged to the correct expense and line item. Any check in excess of \$5,000 must also be signed by the Chair. Any check in excess of \$10,000 or sole source or multi-year contracts must be authorized for payment by a quorum of the Executive Committee.
8. After the checks have been signed, the last signatory will double check the work and pass the checks on to the Operations Manager for mailing.
9. All checks will be mailed as soon as this process is completed.
10. Supporting documentation will be filed by the Operations Manager in appropriate source files.

11. Additional copies of the invoice will be filed for inclusion in billing to funders, as required.
12. The Operations Manager will utilize the paid invoice files to respond to any discrepancies which arise with vendors or other payees.

4.6 Reconciliations

4.6.1 Cash Flow

The Yakima Basin Fish & Wildlife Recovery Board will strive to maintain a minimum of ten percent (10%) of the operating budget between its operating and savings bank accounts. Given that the Board works on a reimbursement basis, there may be periods during which this is not possible, in which case the Board may rely on its line of credit to maintain a positive cash flow. Any Line of Credit shall only be used to cover short-term cash flow needs. Any outstanding Line of Credit balances must be paid off in full within two months of when funds are used. The Line of Credit shall only be used to cover expenses for which the Board will be fully reimbursed by secured grants or contracts. In the event that the line of credit balance remains negative for longer than 30 days, the Executive Committee should be notified immediately.

4.6.2 Bank Reconciliations

1. Bank statements are to be received unopened by the Accountant/Bookkeeper.
2. The Accountant/Bookkeeper will review the statements for inconsistent check numbers, signatures, cash balances, payees and endorsements.
3. The Accountant/Bookkeeper will reconcile each account promptly upon receipt of the bank statements. All accounts will be reconciled no later than 7 days after receipt of the monthly bank statements. In the event it is not possible to reconcile the bank statements in this period of time, the Executive Director should be notified by a written memo from the Accountant/Bookkeeper.
4. When reconciling the bank accounts, the following items should be included in the procedures:
 - a. A comparison of dates and amounts of daily deposits as shown on the bank statements with the cash receipts journal.

- b. A comparison of intra-organization bank transfers to be certain that both sides of the transactions have been recorded on the books.
 - c. An investigation of items rejected by the bank, i.e., returned checks or deposits.
 - d. A comparison of wire transfers dates received with dates sent.
 - e. A comparison of canceled checks with the disbursement journal as to check number, payee and amount.
 - f. An accounting for the sequence of checks both from month to month and within a month.
 - g. An examination of canceled checks for authorized signatures, irregular endorsements, and alterations.
 - h. A review and proper mutilation of void checks.
 - i. Investigation and write off of checks which have been outstanding for more than six months.
5. The Accountant/Bookkeeper, upon receipt of the completed bank reconciliations, prepares any general ledger adjustments.
 6. Completed bank reconciliations will be forwarded to the Executive Director for his/her review and filed at the YBFWRB office.

4.6.3 Reconciliations of Other General Ledger Accounts

1. Each month the Accountant/Bookkeeper and Executive Director will review the ending balance shown on balance sheet accounts such as the cash accounts, accounts receivable, accounts payable and deferred revenue. The Accountant/Bookkeeper and Executive Director will review the bank reconciliations, schedules of accounts receivable and deferred revenue and the aging of accounts payable to support the balances shown on the balance sheet.
2. Assets - These accounts will include cash, prepaids, property, equipment and fixtures, security deposits, and intangible assets.
 - a. Cash - The balances in cash accounts should agree with the balances shown on the bank reconciliations for each month.
 - b. Petty Cash – none used.

- c. Prepaids - The amounts in these accounts should equal advance payments paid to vendors at the end of the accounting period.
- d. Property, Equipment and Fixtures - The amounts in this account should equal the totals generated from the audited depreciation schedules. When additional purchases are made during the year, the balances in the accounts will be updated accordingly.
- e. Security Deposits - The balance in this account should equal amounts paid in escrow to landlords and lessors and should not change frequently, but should be updated as applicable.
- f. Liabilities - These accounts are described as accounts payable, payroll tax liabilities, loans and mortgages payable, and amounts due to others.
- g. Accounts Payable - The balance in this account should equal amounts owed to vendors at the end of the accounting period and the aging report.
- h. Payroll Tax Liabilities - The amounts in these accounts should equal amounts withheld from employee paychecks as well as the employer's portion of the expense for the period that has not been remitted to the government authorities.
- i. Due to Others - If there are any amounts owed to others at the end of the period they should be recorded and the correct balance maintained in the general ledger accounts.
- j. Income/Expenses - These accounts are described as income from membership, contributions, publications, and other expense line items such as salaries, consulting fees, etc.
- k. Income - The amounts charged to the various cash accounts should be reconciled with funding requests, funders reports, draw down schedules, etc.
- l. Gross Salary Accounts - The balances in the gross salary accounts should be added together and reconciled with the amounts reported on quarterly payroll returns.
- m. Consulting - The amounts charged should be reconciled to the contracts.

4.7 Petty Cash Fund

The Yakima Basin Fish & Wildlife Recovery Board does not maintain a petty cash fund.

4.8 Purchases

4.8.1 Procurement Policy

The following policies and procedures shall be followed when the YBFWRB purchases equipment, materials, supplies, property, or services from an outside source.

A. General Policy

No Conflict of Interest: All directors, employees, or agents who participate in the selection or acceptance of a contract for equipment, materials, supplies, or services must comply with the YBFWRB's conflict of interest policy. No director, employee, or agent will participate in the selection or acceptance of a contract involving a conflict of interest without the approval of the board. "Conflict of interest" includes situations in which the employee, family member, or board member has a financial interest in the business or individual selected for the contract.

No Purchase of Items for Personal Use: No director, employee, or agent who participates in the selection or acceptance of a contract for equipment, materials, supplies, or services shall use such items for personal use.

No Receipt of Gratuities: No director, employee, or agent shall solicit or accept gratuities, favors, or anything of value from contractors, potential contractors, or parties to agreements with the YBFWRB.

No Purchase of Items Not Approved in the Budget: No director, employee, or agent shall solicit or accept any equipment, materials, supplies, or services that have not been approved by the Board of Directors in the annual budget without prior approval of the board.

Document Cost Analysis: The YBFWRB shall conduct a cost analysis and document the analysis in the procurement files in conjunction with every purchase. The procurement file should include a justification for the lack of competition if competitive bids or offers are not obtained.

Contract with Winning Bidder: If a contract is competitively bid, the YBFWRB will enter into a contract with the winning bidder that specifies the equipment, materials, supplies, property, or services to be purchased and the payment terms.

Evaluate Each Contractor: The YBFWRB will evaluate each contractor at the completion of each contract. The evaluation will be utilized to make decisions to award future contracts.

B. Acquisition Procedure

The YBFWRB will conduct all procurement transactions in a manner that maximizes opportunities, increases quality, and reduces the cost of purchase. The YBFWRB reserves the right to reject any bids or offers, if deemed to be in its best interest.

Pricing Procedures: One of the following procurement procedures shall be utilized for all purchases of equipment, materials, supplies, property, or services involving amounts over \$500:

- a) **Open Market Inquiry:** The YBFWRB will inquire in the open market to ensure an advantageous price and quality. The file shall document the inquiries made and offers received.
- b) **Request for Competitive Quotes:** The YBFWRB will request competitive quotes, orally or in writing, from at least three different sources. The file shall document each invitation made and offer received.
- c) **Formal Proposal Procedure:** The YBFWRB will solicit competitive responses through a formal bid procedure. Bids will remain sealed until the time designated in the proposal. All requests for proposals shall contain the phrase "Equal Opportunity Employer."

Document Prices: The YBFWRB shall maintain files on all quotations solicited and offers or bids received and any criteria for selection. In all instances in which the lowest bid is not awarded in the contract, justification for the selection must be contained in the file.

Purchases of up to \$5000: Purchases and contracts of up to \$5000 may be made at the discretion of the Executive Director, provided all other conditions of this policy are met.

Purchases between \$5000 and \$10000: Purchases and contracts between \$5000 and \$10000 may be made with explicit approval from the Chair, provided all other conditions of this policy are met.

Purchases over \$10,000, Multi-year Contracts and Sole Source Contracts: Purchases and contracts over \$10000, any multi-year contracts, and sole source contracts greater than \$500 require explicit approval from a quorum (3 members) of the Executive Committee, provided all other conditions of this policy are met.

Two Signatories on Checks: There must be two approved signatories on all checks for purchases over \$10,000.

C. Property and Equipment Policy

When purchasing property (both real estate and equipment), the following procedures must be followed:

- a) **Title in the Name of the YBFWRB:** All property purchased belongs to the YBFWRB and title vests with the YBFWRB.
- b) **Property Inventory:** A list of all property owned by the YBFWRB shall be kept showing the type of property, identification number, original cost, and depreciated value. The inventory list must be completed at the time of purchase and annually at the end of the YBFWRB's fiscal year.
- c) **Insurance Coverage:** The YBFWRB will maintain insurance coverage for all property owned by the YBFWRB and maintain documentation of each policy at the YBFWRB's office and in possession of the Board Chair.

D. Additional Policies When Using Federal Funds to Purchase

Federal Debarment: Before purchasing goods using federal funds, the YBFWRB must review the Federal Government's General Services Administration's "List of Parties Excluded from Federal Procurement of Non-Procurement Programs" and document that the bidder is neither debarred nor suspended from doing business with the federal government nor delinquent in a debt to the United States as defined in OMB Circular A 1-29.

4.8.2 Requesting a Check in Advance of a Purchase

1. When the normal cash disbursement procedure of invoice, etc., is not appropriate a check request should be completed and forwarded with any order form or other documentation to the Executive Director for approval. If the check is made out to a check signer, that individual cannot approve the check request voucher.
2. Approved check requests should be sent to the Operations Manager to be printed and signed by an authorized check signer.
3. In the absence of backup materials, receipts for the purchase must be provided to the Operations Manager for attachment to the check request within two weeks from the check date.

4.8.3 Credit Card Purchases

1. Only approved YBFWRB staff may carry corporate credit cards in his or her name. The purchase of airline tickets and other authorized business expenditures may be made by other employees or Board of Directors using the corporate credit card. In every case of credit card usage, the individual charging the Yakima Basin Fish & Wildlife Recovery Board account will be held personally responsible in the event that the charge is deemed personal or unauthorized.
2. Authorized uses of the credit card include:
 - a. Airline or rail tickets (at coach class or lower rates) for properly authorized business trips. Lodging charges that do not exceed the authorized reimbursement rate for persons traveling on official the Yakima Basin Fish & Wildlife Recovery Board business.
 - b. Car rental charges (for mid-size or smaller vehicles) for properly authorized business trips.
 - c. Properly authorized expenditures for which a credit card is the only allowed method of payment.
 - d. Business telephone calls.
 - e. Travel costs.
 - f. Office supplies.
 - g. Food and beverages for Board events.
3. Receipts should be submitted to the Operations Manager for processing.
4. Unauthorized use of the credit card includes:
 - a. Personal or non-business expenditures of any kind.
 - b. Expenditures which have not been properly authorized.
 - c. Meals, entertainment, gifts or other expenditures which are prohibited by:
 - i. The Yakima Basin Fish & Wildlife Recovery Board budget and/or policies.
 - ii. Federal, state, or local laws or regulations.
 - iii. Grant conditions or policies of the entities from which the Yakima Basin Fish & Wildlife Recovery Board receives funds.

4.8.4 Proper Documentation for all Purchases, including Credit Card Purchases

Every instance of credit card or other purchase use must be documented with travel authorizations, receipts, individuals paid for; nature of business, etc. before the expense will be considered authorized and will be approved for reimbursement. See details below.

1. Lodging - Provide an itemized receipt from the hotel detailing every charge and the name of the person(s) for whom lodging was provided.
2. Meals/snacks & beverages - Provide a receipt showing separately the cost for food/beverage, and including the names of every person for whom food or beverage was provided and the specific business purpose which was furthered by the expenditure.
3. Other Expenditures - A receipt from the vendor detailing every individual good or service purchased (including class of service for commercial transportation) accompanied by an explanation of the specific business purpose which was furthered by each expenditure. The Operations Manager will review all reimbursement requests against receipts provided.

4.8.5 Consultants

Contracts with consultants will include rate and schedule of pay, deliverables, time frame, and other information such as a work plan, etc. Justification for payment will be submitted to file. For example, if the Yakima Basin Fish & Wildlife Recovery Board hired a writer to create a publication, a copy of the final version will be included in the file.

4.8.6 Contracts

1. Contracts for purchasing products or services, similar to a purchase order, should be created and maintained for the file whenever appropriate.
2. Purchases and contracts over \$10000, any multi-year contracts, and sole source contracts greater than \$500 require explicit approval from a quorum (3 members) of the Executive Committee, provided all other conditions of this policy are met.

3. The YBFWRB will adhere to contracting policies specified in grants or contracts used to fund a given contract. ²

4.9 Fixed Asset Management

1. A permanent property log or database is to be maintained by the Operations Manager for all fixed assets purchased by the Yakima Basin Fish & Wildlife Recovery Board.
2. The log contains the following information:
 - a. Item
 - b. Item description
 - c. Serial number or other identifying numbers
 - d. Purchase date
 - e. Purchase price
 - f. Receipt (yes or no)
3. At least annually, a physical inspection and inventory will be taken of all the Yakima Basin Fish & Wildlife Recovery Board fixed assets and reconciled to the general ledger balances. Adjustments for dispositions will be made.
4. The Accountant should be informed, in writing, via an interoffice memorandum of any material changes in the status of property and equipment. This should include changes in location, sale of, scrapping of and/or obsolescence of items and any purchase or sale of real estate.
5. All capital items which have a cost greater than \$200 will be capitalized and depreciated.

4.10 Payroll

² Current Recreation and Conservation Office policy requires RCO review for sub-contracts more than \$20,000 or a combined dollar amount of more than \$20,000 going to one vendor during the contract period.

4.10.1 Personnel

1. The Executive Director is charged with the responsibility of maintaining personnel files.
2. Each personnel file should contain the following information, at a minimum.
 - a. Employment application or resume
 - b. A record of any background investigation
 - c. Date of employment
 - d. Position, pay rates and changes therein
 - e. Authorization of payroll deductions
 - f. Earnings records for non-active employees
 - g. W-4 Form, withholding authorization
 - h. I-9 Immigration Form
 - i. Termination data, when applicable
 - j. Copy of driver's license and personal vehicle insurance card
 - k. Emergency contact information
3. All personnel records are to be kept locked in file cabinet in the Executive Director's office. Access to these files other than by the Accountant, Executive Director or the auditor should be requested in writing to the Executive Director or Board of Directors. The Executive Director's personnel records shall be maintained by the Board Chair.

4.10.2 Payroll Preparation and Timekeeping

1. Timesheets (spreadsheet) are to be prepared by staff and submitted on or immediately following the last day of each month.
2. Timesheets are to include specific time spent on each grant/project.
3. Timesheets are to be signed by staff and the Executive Director.
4. The Executive Director reviews and submits the information to the Accountant/Bookkeeper. The information reported should include:
 - a. hours worked, by cost center
 - b. changes in pay rates or employment status
 - c. vacation, sick or personal hours used and earned

5. The Executive Director will review the payroll summary page for inappropriate payees or unusual hours.
6. The Executive Director will sign all checks and payroll service bureau reports, reviewing for appropriate payees and amounts. Upon approval paychecks will be distributed and/or direct deposits will be made by the Executive Director.
7. Executive Director timesheets and paystubs will be reviewed and signed by the Treasurer or Chair.
8. Paychecks will be issued within one week after the end of the pay period. In the event that a paycheck is picked up by a designated person other than the staff person, a memo should be received in writing from the staff person and proper identification should be requested from the party picking up the pay check.
9. As an employee benefit, the Yakima Basin Fish & Wildlife Recovery Board offers direct deposit through the employee's own financial institution.

4.10.3 Reimbursement of Work-Related Expenses

1. Staff and volunteers should record work-related expenses, including mileage, per diem, travel expenses, and other items for which they request reimbursement.
2. Mileage and per diem reimbursements will be based on the rates set by the State of Washington. Reimbursement may not be requested if costs have been covered by another entity.
3. Staff and volunteers must submit signed reimbursement forms along with any receipts to the Operations Manager.
4. The Operations Manager enters the reimbursement receipts, mileage and per diem into the accounting software.
5. Reimbursement spreadsheets and associated documentation will be submitted to the Executive Director.
6. The Executive Director approves, signs and creates direct deposits for staff and volunteers. If a check is required the Executive Director will direct the Operations Manager to create and print said check.
7. Executive Director Reimbursements will be approved and signed by the Board of Directors Chair or Treasurer.

4.10.4 Financial Reports

The Operations Manager will work with the Executive Director to prepare a set of financial reports for distribution to the Board of Directors prior to each scheduled Board meeting. The reports should include: a balance sheet, a statement of income and expenses; and a budget-to-actual report for all accounts included in the annual operating budget. Detailed transaction lists shall be provided to the Executive Committee on at least a quarterly basis, and to any Board of Directors member upon request.

4.10.5 Year-End Reports/Audit

At fiscal year-end (June 30th), a year-end financial report will be prepared summarizing the total income and expense activity for the year. A balance sheet will be prepared as of fiscal year-end and will be attached to the income and expense report. This report will be initially reviewed by the Executive Director, and then by the Board of Directors, prior to September 30th of each fiscal year.

An audit and or fiscal review will be conducted by an independent Accountant and presented to the Board of Directors following the close of each fiscal year.

The IRS 990 Report filed with the IRS on behalf of the YBFWRB after each fiscal year shall be reviewed and approved by the Board of Directors prior to submission to the IRS. Copies of submitted 990 Reports shall be made available to interested parties on request.

4.11 Grant Compliance

1. When a grant is received or renewed, a copy of the executed grant must be forwarded to the Operations Manager.
2. The Operations Manager will set up a permanent file for the grant and maintain the contract along with any other financial correspondence regarding the grant.
3. The Operations Manager will review the grant contract and extract any fiscal items which must be complied with by the Yakima Basin Fish & Wildlife Recovery Board. Typically, for government grants, reference will be made to various publications put out by the Office of Management and Budget (OMB) and the Comptroller General's Office to which the Yakima Basin Fish & Wildlife Recovery Board must adhere.

Currently, the publications include:

OMB Circular A-87 Cost Principles for State, Local and Indian Tribal Governments

OMB Circular A-122 Cost Principles for Non-Profit Organizations

OMB Circular A-133 Audits of States, Local Governments and Non-Profit Organizations

4.12 Governmental Generally Accepted Accounting Principles

1. It is the policy of the Yakima Basin Fish & Wildlife Recovery Board to adhere to any restrictions imposed by its funders, both government and private. Therefore, the Yakima Basin Fish & Wildlife Recovery Board employees are expected to bring to the attention of management, any instances of non-compliance.
2. When the Yakima Basin Fish & Wildlife Recovery Board is expending funds received directly from the federal government, prior written approval from the funding agency is required for the purchase of:
 - a. Capital expenditures for land or buildings
 - b. Insurance and indemnification expenses
 - c. Pre award costs
 - d. Public information service costs
 - e. Publication and printing costs
 - f. Rearrangement and alteration costs
 - g. The Yakima Basin Fish & Wildlife Recovery Board will never request federal funds to pay for the following costs:
 - i. Bad debt expense
 - ii. Contingencies
 - iii. Contributions or donations to others
 - iv. Entertainment expenses
 - v. Fines and penalties
 - vi. Interest, fundraising and other financial costs
3. Funds received in advance directly from a federal agency will be deposited into a separate federally insured bank account. Any interest earned from those monies will be submitted to the funding agency. (It is the Yakima Basin Fish & Wildlife Recovery Board's current policy to receive direct federal funds only on a reimbursement basis.)

4.13 Fiscal Policy Statements

1. All cash accounts owned by the Yakima Basin Fish & Wildlife Recovery Board will be held in financial institutions which are federally insured and have received a favorable CRA (Community Reinvestment Act) rating.
2. All capital expenditures which exceed \$250 will be capitalized on the books and records of the Yakima Basin Fish & Wildlife Recovery Board.
3. No salary advances will be made under any circumstances.
4. No travel cash advances will be made except under special conditions, as preapproved by the Executive Director and Board Chair. Travel advances must be immediately reconciled to actual expenses upon completion of travel. Reimbursements will be paid upon full expense reporting. All requests for reimbursement must be made within 45 days of the expenditure.
5. Any item whose value exceeds \$50.00, received via donation, will be recorded in the books and records of the Yakima Basin Fish & Wildlife Recovery Board.
6. Personnel with fiscal duties are required to take annual vacation which will not interfere with fiscal procedures. Variances to this policy shall be made in special circumstances, with written permission from the Executive Director.
7. All volunteer time which exceeds \$50.00 in value shall be recorded in the records of the Yakima Basin Fish & Wildlife Recovery Board.
8. Yakima Basin Fish & Wildlife Recovery Board will reimburse out of pocket expenses only when supporting documentation has been presented for approved costs incurred.
9. Yakima Basin Fish & Wildlife Recovery Board will establish pay rates which equal or surpass the federal minimum wage.
10. All funds received by the Yakima Basin Fish & Wildlife Recovery Board for each project will be segregated into separate project accounts in the general ledger to avoid any possibility of commingling project monies with general operating funds.
11. A full computerized ledger accounting system will be maintained.
12. The Chair, Treasurer and Executive Director are signators on all Yakima Basin Fish & Wildlife Recovery Board bank accounts.
13. Two signatures are required for any disbursements exceeding \$5,000.

14. Bank statements will be reconciled monthly in order to account for any outstanding or lost checks.
15. Expense reports will be maintained which disclose the nature of expenses, and the dates incurred.
16. Separate files will be maintained for each bank account and each expense account.
17. Files will be kept separately for each fiscal year.
18. The services of a Certified Public Accountant will be engaged to prepare a formal financial audit/review/compilation of the Yakima Basin Fish & Wildlife Recovery Board fiscal year-end.
19. Correction fluid should never be used in preparing timesheets or any accounting documents.

APPENDIX A- FORMS

1. Volunteer Acknowledgment, Waiver & Release from Liability

Volunteer information (please fill out form completely)

Name _____ Address _____

Phone _____ Email _____

ALL VOLUNTEERS MUST READ AND SIGN. PLEASE READ CAREFULLY BEFORE SIGNING THIS ACKNOWLEDGMENT, WAIVER AND RELEASE FROM LIABILITY.

I accept and clearly understand that there are inherent and other risks involved in performing physical activities of any nature. I certify that I am physically fit for the event s and volunteer opportunities sought (collectively the “Activities” and individually a “Activity”) and have not been advised by a physician to refrain from engaging in such activities. I confirm that I have the requisite skill set to competently and safely perform the Activities. If at any time I feel that the Activity which I am performing is beyond my skill set I certify that I will immediately cease performing the Activity and notify the Yakima Basin Fish & Wildlife Recovery Board through its board of directors, officers, managers, agents, employees or volunteer project manager, of such. I accept and acknowledge the risks involved in performing the Volunteer Activities and I knowingly and freely assume those risks.

In consideration of the opportunities to participate in event and/or serve as a volunteer for Yakima Basin Fish & Wildlife Recovery Board, and the opportunities to participate in Activities, I hereby take the following action for myself, my executors, administrators, heirs, next of kin, successors and assigns, or anyone else who might claim and/or sue on my behalf or on behalf of my heirs and assigns, and I expressly acknowledge that it is my intent to take these actions:

(A) I WAIVE, RELEASE, AND DISCHARGE THE FOLLOWING PERSONS OR ENTITIES: YAKIMA BASIN FISH & WILDLIFE RECOVERY BOARD, ITS BOARD OF DIRECTORS, OFFICERS, MANAGERS, AGENTS, EMPLOYEES, VOLUNTEERS, SUCCESSORS AND ASSIGNS (THE “YAKIMA BASIN FISH & WILDLIFE RECOVERY BOARD”) FROM ANY AND ALL CLAIMS, ALLEGATIONS, LOSSES, OR LIABILITIES FOR DEATH, PERSONAL INJURY, PARTIAL OR PERMANENT DISABILITY, LOST WAGES, PROPERTY DAMAGE, MEDICAL OR HOSPITAL BILLS, THEFT, OR DAMAGE OF ANY KIND, INCLUDING ECONOMIC LOSSES, WHICH MAY IN THE FUTURE ARISE OUT OF OR RELATE TO MY PARTICIPATION IN OR TRAVELING TO OR FROM ACTIVITIES, REGARDLESS IF

SUCH DAMAGES OR INJURY IS DUE IN WHOLE OR IN PART TO THE NEGLIGENCE OF YAKIMA BASIN FISH & WILDIFE RECOVERY BOARD;

(B) I WAIVE MY RIGHTS TO BRING AN ACTION AGAINST the Yakima Basin Fish & Wildlife Recovery Board, and/or any of the persons or entities mentioned above in paragraph (A), for any of the claims, losses, or liabilities that I have waived, released, or mentioned above in paragraph (A);

(C) I AGREE TO INDEMNIFY AND HOLD HARMLESS the Yakima Basin Fish & Wildlife Recovery Board, and/or any of the persons or entities mentioned above in paragraph (A) from any of the claims made or liabilities assessed against them as a result of my negligent actions or inactions.

I HEREBY CERTIFY THAT I AM EIGHTEEN (18) YEARS OF AGE OR OLDER, I HAVE READ THIS DOCUMENT, AND I UNDERSTAND ITS CONTENTS.

Print Name _____

Signature _____ Date: _____

YAKIMA BASIN FISH & WILDLIFE RECOVERY BOARD EVENT/VOLUNTEER
ACKNOWLEDGMENT

WAIVER & RELEASE FROM LIABILITY

MINOR VOLUNTEER CONSENT

Information (please fill out form completely)

Name _____ Address _____

Phone _____ Email _____

For persons under 18 years of age, a parent or legal guardian must sign the above Yakima Basin Fish & Wildlife Recovery Board Event/Volunteer Acknowledgment, Waiver and Release from Liability (“AWRL”) and complete the following section.

I, the undersigned _____ (parent/guardian) the parent and natural guardian of

_____ (minor’s name) (the “Minor”), hereby acknowledges that I have executed the foregoing AWRL for and on behalf of the Minor. I further represent that I have the legal capacity and authority to act for and on behalf of the Minor. As the natural or legal guardian of such

Minor, I hereby:

1. Consent to the participation of the Minor in the Activities;
2. Affirm the warranties and representations set forth in the attached AWRL as to the Minor; and agree to bind myself, the Minor and our executors, administrators, heirs, next of kin, successors, and assigns to the terms of the foregoing AWRL, and
4. Agree to release and (i) defend or (ii) indemnify and hold harmless the persons or entities mentioned in the foregoing AWRL from (a) any and all claims, losses, or liabilities for personal injury, partial or permanent disability, property damage, medical or hospital bills, theft, or damage of any kind, including economic losses, which may in the future arise out of or relate to the Minor’s participation in or traveling to and from Activities and (b) any claims made or liabilities assessed against them as a result of any insufficiency of my legal capacity or authority to act for and on behalf of the Minor in the execution of the foregoing AWRL or in the execution of this Consent. Whether I defend or indemnify and hold harmless such persons shall be determined in the sole discretion of the party entitled to such.

I hereby authorize any licensed physician, emergency medical technician, hospital or other medical or health care facility ("Medical Provider") to treat the Minor for the purpose of attempting to treat or relieve any injuries received by said minor arising out of or relating to Activities. I authorize any such Medical Provider to perform all procedures deemed medically advisable in attempting to treat or relieve any such injuries and any related conditions of the Minor that may be encountered during the course of attempting to treat or relieve such injuries. I consent to the administration of anesthesia as deemed advisable during the course of such treatment. I realize and appreciate that there is a possibility of complications and unforeseen consequences in any medical treatment, and I assume any such risk for and on behalf of myself and the Minor. I acknowledge no warranty is being made as to the results of any medical treatment. **NOTE: Parent/Guardian must also sign AWRL above.**

Print Parent/Guardian Name _____

Date _____

Signature of Parent/Guardian _____

Relationship to Minor _____