

TERMS

Administrative Manual - This manual is a compilation of the key documents and manuals needed for the *overall operations of the agency*. It should include copies of legal documents (e.g., Articles of Incorporation, By-Laws, IRS tax exempt status, leases) as well as operational documents (e.g., calendar, emergency succession plan, financial operations, personnel policies). The purpose is for the Executive Director or the Board to have one source (similar to a quick reference guide) for the critical documents for operating the agency. Users: Executive Director and Board of Directors

Calendar – A calendar provides a month-by-month road *map of annual deadlines and activities* for the agency. (Note: This is not an appointment book; it should only include annual activities.) It will allow planning and monitoring for those key events and should provide continuity and flow. Users: Executive Director and key administrative staff

Contact List – This is a *list of individuals and agencies with whom staff coordinates activities, shares information, and otherwise networks*. This list outlines names, titles, and relevant contact information. Users: Executive Director, Board Members, and Staff

Emergency Succession Plan – This plan, approved by the Board of Directors, details a quick checklist and outline for ‘*who will be doing what*’ in the hopefully unlikely emergency in which the *Executive Director is unable to fulfill her duties* with no notice. Users: Key administrative staff and Board of Directors

Financial Operations Manual – This manual is the ‘*how to*’ and ‘*when*’ of the *financial operations of the agency*. It details the funding sources, application processes, and required reporting procedures as well as tax requirements and details regarding the bank accounts and investments. The information in this manual is *primarily requirements compiled from funding/financial sources*. It should be the guidebook for the agency financial ‘department.’ Users: Financial staff and Executive Director

Financial Policies - This manual is a *compilation of all financial policies and procedures*. It specifies ‘*who does what and why*.’ It is the overall outline of how the finances are governed/administered by the agency. Issues such as how cash donations are handled, petty cash procedures, segregation of duties, and who is authorized to use agency credit cards are detailed in this document. The information in this manual is primarily *policies generated by the agency*. Users: Financial staff and Executive Director

Policies and Procedures Manual - This manual includes the *daily details in running the agency*. It should formalize the ‘informal’ operations of the agency – including contacts for plumbing problems, garbage day, the trick for ‘unjamming’ the copier, who gets the mail, how to call forward the phones, and who does the dishes in the staff kitchen. It also should include more formal procedures either not outlined in other documents or procedures that all staff should know – including the policies for using petty cash, procedures if the fire alarm goes off, and use of pagers. Users: All staff

Program Manuals - Each program of the agency should have its own ‘program manual’ similar to the Financial Operations Manual. It should include, at a minimum, an *updated job description, calendar, workplan, any pertinent grant-related obligations such as required reports/goals/objectives, and an updated contact list.* Users: Program staff and Executive Director

Triage List – This checklist is intended to be used as a *guide for discussion and decision making in the event that an emergency arises and there is no plan for how to proceed.* Users: Board of Directors, Executive Director and key administrative staff