

STANDARDS FOR EXCELLENCE

Application Package and Checklist

The application package and checklist for the Standards for Excellence voluntary certification program consists of this form and attachments that the organization will supply and label according to these instructions. OANO may request additional documentation or information for clarification purposes.

Please read the Standards for Excellence and this application process. For questions and concerns, please call Marcy	cation package thoroughly before beginning the application Williams at 614-280-0233 / 888-480-6266.			
Name of organization: Prevent Blindness, Ohio Affi	Name of organization: Prevent Blindness, Ohio Affiliate			
(Is the organization known by other names or acron Address: 1500 West Third Avenue, Suite 200, Colum	yms? Prevent Blindness Ohio, National Society to Prevent Blindness, PBO) nbus, Ohio 43212			
Phone: 614-464-2020	Fax: 614-481-9670			
E-mail address: info@pbohio.org	Website address: www.pbohio.org			
Number of paid staff (please provide the approximate	te number of full-time equivalents): 15			
Number of volunteers (not including board member	rs): 4000			
Total expenditures (last fiscal year completed): \$1,68				
Organization's fiscal year runs from 4/1	to <u>3/31</u>			
Name of individuals primarily responsible for assemble Sherill K. Williams, President & CEO	ling this application package and checklist:			
Kate Quinn, Director of Administrative Services				
Certification Statement				
We certify that the information provided in this Standards for Excellence Application Package and Checklist is true and correct, policies outlined are followed, and all licenses, permits, insurance, and governmental approval necessary for operations have been obtained.				
Chair of Board	Chief Professional Officer			
Weell ADout	Drew to Micromis			
Signature	Signature			
Michael D'Ippolito	Sherill K. Williams, CEO			
Print name	Print name			
Nationwide Insurance, 215 N. Front St., Columbus, OH 43215	Prevent Blindness, Ohio Affiliate, 1500 W. 3rd Ave., Ste. 200, Columbus, OH 43212			
Address	Address			
614-348-0751	614-464-2020, x 102			
Phone	Phone			

OANO encourages organizations to contact the association for assistance in implementing the policies and practices described in the Standards. Training programs and extensive written educational materials are available. Our intent is that every applicant will ultimately be successful in achieving compliance with the Standards for Excellence.

Application Instructions

- 1. Read the Standards for Excellence.
- 2. Read and complete the application package and checklist and assemble requested documents.
- 3. Send 3 copies of the completed application package on USB Flashdrive, requested attachments, and application fee to OANO. The application fee is based on an organization's annual operating budget and ranges from \$500 to \$2500. The application fee is non-refundable.
- We recommend that organizations interested in participating in this program appoint a Standards for Excellence committee or task force made up of board members and key staff to work together in assembling this comprehensive application.
- Applicants are invited to use this application and the accompanying documents to illustrate the organization's implementation of the 58 standards. If one or more of the standards is not appropriate for the organization, please write "n/a" in the space provided on the application package checklist and provide a detailed explanation of the special circumstances that preclude the applicant from implementing the standard.
- All attachments should be coded with numbers provided in these instructions. Attachment codes are
 indicated in the left hand column of the application. Applicants may prefer to provide page numbers on all
 pages of attachments to organize application materials.
- If an attachment is submitted to satisfy more than one standard, provide one copy of the document with all applicable attachment codes clearly indicated.
- For questions that request a narrative answer, please keep responses to one page or less. (with the exception of the program evaluation section which may require longer responses).
- To speed the application and peer review process, carefully check to be sure all attachments are enclosed. See last page of application package for a complete list of requested attachments.

Application Review Process

Once an application package is received, Ohio Association of Nonprofit Organizations (OANO) staff will conduct an initial review of the materials. At that point, staff will contact the applicant organization if additional information or clarification is needed via phone, letter, e-mail and/or in-person consultation. Completed application packages will be forwarded to a team of trained peer reviewers. The team will thoroughly review the application package and make a recommendation to the Standards for Excellence Advisory Committee. At this time, staff may request an in-person consultation to discuss clarification or additional information needed as a result of the peer review team meeting. The Advisory Committee makes the final recommendation to accept an organization's application. Applicants may request reconsideration by the Advisory Committee or the OANO Board of Directors if not satisfied with the initial decision.

- Every effort will be made to avoid conflicts of interest in the peer review process. Peer reviewers will be required to disclose their interests and organizational involvements in an annual disclosure form. Applicants will be given the opportunity to identify peer reviewers who may have a conflict of interest.
- Peer reviewers and staff will adhere to a strict policy to safeguard the confidentiality of all aspects of the
 application submitted and applicant organization. The identity of peer reviewers evaluating specific
 applications will remain anonymous to the public and applicant organizations.
- Applicants should keep a copy of the completed application and accompanying materials for future reference.

Standards for Excellence Program

- Materials submitted will not be subject to public inspection and will be viewed only by OANO staff and
 individuals involved in the peer review process—unless permission is granted by the applicant organization to
 allow others to view documents.
- Only organizations that have successfully completed the certification process will be publicly announced.
- The Standards for Excellence logo will be awarded for three years based on licensing guidelines governing the seal.

This application requests many different policies and written descriptions of organizational procedures and practices. Some policies requested must be approved by the board of directors. For board-approved policies, the date of board approval is requested. Other policies requested may be management or operational policies. For these policies, applicants should note that policies have been implemented or enacted in the organization and provide documentation.



I. MISSION AND PROGRAM

A. Mission, B. Organizational Evaluation Attach the organization's written mission statement. (Standard IA1) I-a • When did the board of directors most recently review the organization's mission statement? 08/20/15 (Standard IB1) Describe the organization's current activities, indicating how activities are consistent with the I-b organization's mission statement. (Standard IA1) Describe the organization's planning process, indicating who is involved by role/position. Attach a I-c strategic plan or similar documentation which came out of this process. (Standard IB2) Describe the specific review of the organization's infrastructure and internal systems (including I-d technology) that was a part of this planning process. If you have attached a strategic plan, indicate the particular sections by page and title that address infrastructure. (Standard IB3) C. Program Evaluation Attach a list of the organization's programs. Indicate the percentage of total organizational effort that I-e is expended on each program listed. (organizational effort is defined by the organization itself based on any combination of time, funds, and/or other resources) (Standard IC1, IC2) Note to applicant: Please provide a brief description of how you define organizational effort. Χ I-f Describe how each of the organization's programs are evaluated. For each program, specifically address what information is collected (qualitative and quantitative), how you measure outcomes in relation to costs (programmatic efficiency), and how you evaluate outcomes for program participants (programmatic effectiveness). Describe how the evaluation methods used are cost effective and/or appropriate for your organization. Describe how your evaluation system is used to strengthen and improve your organization and to assess whether you are making progress toward achieving your mission. (Standard IC1, IC2) Applicants are encouraged to attach any evaluation tools (reports, questionnaires, templates) that provide further evidence of the organization's program evaluation efforts. (Please use discretion with the number of pages submitted.) (Standard IC1, IC2) D. Program Service For organizations serving individuals and/or families, attach a copy of the organization's policies I-g regarding program participants and treatment of participants' confidential information. (Standard



Describe how the organization measures the satisfaction of program participants. (Standard ID1)

Attach a copy of the organization's grievance procedure to address complaints from program

ID1)

participants. (Standard ID1)

I-h

I-i

II. GOVERNING BODY

	A. Boa	ard Responsibilities	
II-a	<u>X</u>	Attach copies of board minutes from the last 12 months. (Standard IIC5)	
II-b	X	Has the board delegated decision making authority to a committee in any specific subject areas? Yes No If so, what areas? Executive Committee, Budget & Finance - Refer to Ila Overview For Attach copies of committee minutes for committees which have been delegated decision making authority by the board in areas that otherwise would be a board responsibility (for the last 12 months). (Standards IIA, IIC)	
		Indicate date and page of board minutes reflecting the following: • Board's approval of the organization's most recent budget. 1 /29/15; page 3 (Standard IIA3) • Board's most recent annual review of the percent of expenditures spent on program, administration, and fundraising. (Many organizations conduct this review while discussing the organization's annual Form 990 or budget.) 08/20/15; page 2 (Standard IIA3) • Board's most recent evaluation of the executive director. 08/20/15; page 4 (Standard IIA4) • Board's most recent approval of executive director's salary. 08/20/15; page 4 (Standard IIA4) • Who is responsible for the board minutes? Director of Admin Svcs/Board Secretary (Standard IIC5) • Where are the board minutes kept? PBO Office (Standard IIC5) Are minutes distributed to board and committee members? Ves No (Standard IIC5)	
II-c	<u>X</u>	Explain how the board of directors engages in ongoing planning activities. (Standard IIA1)	
II-d		Attach the organization's most recently approved budget. (Standard IIA3)	
II-e	<u>X</u>	If the board hired an executive director in the last year, describe the process. • Please indicate date (year) current executive director was hired. 1986 (Standard IIA4)	
II-f	<u>X</u>	Describe how the board reviews the organization's overall salary structure (i.e., assessing staff salaries: (1) vertically-comparing the lowest paid to the highest paid; (2) horizontally-comparing similar positions in the organization and industry; and (3) generally relative to the economy). If an organizational chart may help illustrate your review, please attach. Please provide the date of the last review. 102/11/15 (Standard IIA5)	

Please Note: Personnel policies and financial policies covered in Standard IIA2 are requested in Section IV-Human Resources and Section V-Financial and Legal.



	B. Boa	rd Composition		
II-g	X	Attach a list of current board members with the following information for each member: name, address, principal employer, occupation, and the date each board member's term expires. Clearly mark the board officers and any employees who serve on the board. (Standard IIB1, IIB3)		
		Are any board members related by blood or marriage? Yes Vo If so, please explain. (Standard IIB3)		
		Are any board members related to staff members by blood or marriage? Yes Volume 1 Yes If so, please explain. (Standard IIB3)		
II-h	<u>X</u>	If any employees serve as voting members of the board, please describe the circumstances that ensure that the employee(s) will not be in a position to exercise undue influence. (Standard IIB2)		
II-i	<u>X</u>	Describe the process used to ensure adequate board development, rotation of officers and membership, and succession planning. (Standard IIB5)		
II-j	X	Please provide an explanation of how your board reflects the diversity of the community by addressing the following: (1) Define the community and address its diversity. (2) Assess the board's diversity in relation to the community. Applicants are asked to provide board composition in terms of gender and race. Applicants are also asked to provide board composition broken down by other social and/or demographic characteristics relevant to the organization such as: occupation, age, geographic area, income status, or program participant status. (3) If your organization's board does not reflect the diversity of the community, please describe the steps you are taking to achieve this diversity or why it is not applicable to your mission. (Standard IIB6)		
II-k	X	Do board members receive compensation for serving as board members (other than reimbursement for out-of-pocket expenses directly related to their board service)? Yes No If so, provide details of compensation arrangement. (Standard IIB7)		
	C. Con	duct of the Board		
II-l		Describe the process by which the organization selects new board members. (Attachment may be bylaws, minutes from a nominating committee meeting, or other document.) (Standard IIC1)		
II-m		Describe the organization's new board member orientation and education efforts. (Standard IIC1)		
		Have all board members received a copy of the Standards for Excellence as part of the orientation process? (Standard IIA6) Yes No		
II-n	<u>X</u>	Describe the process the board uses to evaluate its own performance. Please provide any questionnaires, forms, or surveys which may illustrate your board evaluation procedure. (Standard IIC1)		
II-o		Attach a copy of the organization's bylaws. Indicate page numbers for the following: • Term of service for board members defined—page 2 (Standard IIB4) • Frequency of meetings—page 5 (Standard IIC3) • Attendance for board members—page 5 (Standard IIC4) • Participation for board members—page 5 (Standard IIC4) • Consequences for noncompliance with board policies—page 3 (Standard IIC4) • Circumstances under which committee acts on behalf of board—page 6 (Standard IIC5)		
II-p	<u>X</u>	Provide any documents that outline expectations for board members. (Standard IIC2)		

III. CONFLICT OF INTEREST

A. Conflict-of-Interest Policy

Attach a copy of the organization's conflict-of-interest policy which covers board and staff and volunteers with significant independent decision making authority and identifies conduct or transactions that raise concerns, outlines procedures for disclosure of actual and potential conflicts and provides for transaction review by uninvolved members of the board. (Standard IIIA1)

B. Conflict-of-Interest Statements

III-b X Attach a copy of the conflict-of-interest statements that board members, staff, and volunteers with significant independent decision making authority must complete which provides space for disclosure of financial interest. (Standard IIIB1)

III-c X Describe how conflict-of-interest statements are used in the organization, including who must complete, how often, and what is done with the completed statements.

(Standard IIIB1)

IV. HUMAN RESOURCES

A. Personnel Policies

IV-a X Attach a copy of the organization's personnel policies. (Standards IVA1, IIA2)

- Indicate the date these personnel policies were reviewed and approved by the board of directors.
 10/23/14
- Indicate pages in personnel policies that address the following topics (Standard IVA1, IVB1):

		Employee	Volunteer
 working conditions 	pag	e <u>5, 23</u>	_n/a
 employee benefits 	pag	16 22	n/a
 vacation 	pag	40	n/a
 sick leave 	pag	40	n/a
 employee evaluation 	page	0	See II-n
 grievance procedures 	page	F 0	See I-i
· confidentiality of emp			
organization records a	and information page	29-30	29-30
 growth and developm 		16	See II-i

IV-b X Attach a copy of policies or procedures covering the following. Indicate pages in policies or procedures that address the following topics (Standard IVA2):

			Employee	Volunteer
•	initial assessment and screening	page	5, 7-8	See II-I or II-m
•	assignment to and training for			
	appropriate work responsibilities	page	7	See II-i
•	ongoing supervision and evaluation	page	8	See II-n
•	opportunities for advancement	page	7	See II-i



IV-e X Attach three sample position descriptions for 1) an exempt employee; 2) a non-exempt employee; 3) a volunteer.

documents, mark document IV-d and indicate page See IV-d). (Standard IVC1)

V. FINANCIAL AND LEGAL

A. Financial Accountability

The organization's most recent annual budget was requested in the Governing Board section. (Standard IIA3, VA1)

- V-a X Attach a copy of the organization's most recent Form 990 Internal Revenue Service filing, if applicable; if revenues are under \$25,000 per year, attach the most recent filing of the organization's State of Ohio Charitable Organizations Act Annual Financial Report.
- V-b X If the organization has annual revenue in excess of \$300,000, provide a copy of the organization's most recent audit (including management letter, if any) conducted by a Certified Public Accountant. (Standard VA3)
- V-c X Attach the four most recent internal financial statements or reports. Explain how material variation between actual and budgeted expenditures and revenues is reported to the board. Include document(s) which reflect that this reporting takes place. (Standard VA4)
- V-d X Describe how the organization provides employees with a confidential means to report known or suspected financial improprieties or misuse of organization funds. (If this is included in the employee handbook or personnel policies, label document V-d and indicate page See V-d.) (Standard VA5)
- V-e X Attach board-approved financial policies. Indicate pages on which the following board approved topics are addressed: (Standard VA6)
 - investment of organization's assets—page See V-e, PBO Investment Policy
 - internal control procedures—page See V-d, Bylaws, page 21
 - purchasing practices—page See V-d, Accounting Manual, pages 7-8
 - unrestricted current net assets—page See V-d, Investment Policy, Pages 1-6

(If financial policies are addressed in bylaws or other requested documents, mark document V-e and indicate page See V-d.)Bylaws, Page 21

B. Legal Compliance and Accountability

V-f X Describe how the organization monitors changes in legal and regulatory requirements. (Standard



		VB1)		
V-g	X	Does the organization have general liabili	ity insurance? Yes No	(Standard VB2)
		If so, provide a copy of the declaration pa	age.	
V-h	X	Does the organization have directors and (Standard VB2)	officers liability insurance?	Yes No
		If so, provide a copy of the declaration pa	ige.	
		If the organization does not have general a copy of board minutes indicating that t such coverage.		
V-i	X	Describe how the organization internally financial requirements. (Standard VB3)	reviews its compliance with existin	g legal, regulatory, and
VI.	PUB	LIC ACCOUNTABILITY	Y	
	A. Ann	ual Report		
VI-a	Attach a copy of the most recent annual report available to the public. (Standard VIA1) (If organization does not produce a single annual report document, attach documents which are available for public inspection and which satisfy the Standards for an annual report: mission and program activities, basic financial data, names of board members and management staff.)			
	B. Pub	lic Access		
VI-b	VI-b Moscribe the procedures the organization has in place for allowing members of the general public to provide input to the organization. (Standard VIB1) List the individual in the organization who is responsible for assuring that the organization complies with the letter and the spirit of state and federal disclosure laws. (Standard VIB2)			
		Name Sherill K. Williams		
		Title CEO	ā	
	Title 323			
VII. FUNDRAISING				
	A. Fun	draising Activities		
VII-a For the last five years, provide the total amount of charitable contributions raised from fundraising activities and the total amount of funds spent on fundraising. (Standard VIIA1) Please include regular fundraising as opposed to fundraising in capital campaigns.				
	Year (Pe			
	14-1		\$150,346	9%
	13-1	State of the state	\$136,865	
	12-1	-	\$150,063	
	11-1:	\$1,733,273	\$142,558	



10-11

\$1,586,789

\$145,017

8.7%

If the amount raised from fundraising activities is not at least three times as large as the amount of money spent on fundraising over a five year period, either demonstrate that the organization is making steady progress toward achieving this goal or justify why a 3:1 ratio is not appropriate for the organization. (Standard VIIA1)

The requested fundraising attachments will be judged for compliance with the fundraising section of the Standards for Excellence, the Ohio Charitable Organizations Act (Chapter 1716 Ohio Revised Code), and the Internal Revenue Service disclosure requirements.

- VII-b X Attach copies of the organization's last three solicitation materials.

 (e.g., fundraising letters, grant applications, scripts developed for paid solicitors or volunteers)

 (Standards VIIA2, VIIA3)
- VII-c X Attach copies of four fundraising receipts or acknowledgments provided for the following types of gifts: (1) charitable gifts under \$250; (2) charitable gifts over \$250; (3) charitable gifts given in which the donor receives something in return for his/her contribution; and (4) in-kind charitable gifts.
- VII-d X Attach one copy of a pledge card or response device issued by the organization in fundraising activities.
- VII-e X Describe practices and/or procedures of the organization that serve to assure that the organization honors the known intentions of the donors. (Standard VIIA4)

B. Donor Relationships and Privacy

- VII-f X Provide copies of the organization's fundraising policies or describe the organization's fundraising procedures that address the following topics (policies may be management policies rather than board-approved policies):
 - privacy of donors (Standard VIIB1)
 - confidentiality of information donors reasonably would expect to be private (Standard VIIB1)
 - provision for donors to state that they prefer to remain anonymous and that their name, the amount of their gift, or other information not be publicly released (Standard VIIB2)
 - provision for donors to have their names removed from any mailing lists other than the organization's (Standard VIIB3)
 - honor requests by a donor to curtail repeated mailings or telephone solicitations generated from in-house lists (Standard VIIB4)
 - insure that personal solicitations are free from undue influence or excessive pressure, and are respectful of the needs and interests of the donor or potential donor (Standard VIIB5)

(If found in bylaws or other requested document, label document VII-f.)

C. Acceptance of Gifts

VII-g

Attach a copy of the organization's board-approved fundraising policy governing acceptance of gifts which includes: procedures that determine limits on individuals or entities from which the organization will accept a gift, purposes for which donations will be accepted, type of property accepted, and whether to accept an unusual or unanticipated gift in light of mission and organizational capacity. (Standard VIIC1)



	D. Employment of Fundraising Personnel		
	Are the organization's fundraising personnel, either employees or independent consultants, compensated based on a percentage of the amount raised or other commission formula? Yes No (Standard VIID1)		
VII-h	If you have employed fundraising consultants or professional solicitors in the past 12 months, please provide their names and a description of the services rendered (with the exception of grantwriters who are not required to register as a counsel or solicitor). (Standard VIID2)		
VII-i	X Describe how the organization monitors any parties (staff, volunteers, consultants, contractors, other organizations, businesses) who are soliciting contributions on behalf of the organization, if applicable. (Standard VIID3)		
VII	I. PUBLIC AFFAIRS AND PUBLIC POLICY		
	A. Public Policy Advocacy		
	Does the organization engage in advocacy? Yes No Keep in consideration that advocacy is defined as "active support(for)a cause, idea, or policy." (American Heritage Dictionary) while lobbying is considered a special type of advocacy. Lobbying generally consists of communications that are intended to influence specific legislation (Advocacy Forum, Being a Player, 1991).		
	Does the organization have a paid lobbyist? Yes No If so, is this person registered with the Ohio Joint Legislative Ethics Committee? Yes		
VIII-a	X Attach the board-approved advocacy policy which defines the process by which the organization determines positions on specific issues. (Standard VIIIA1)		
	B. Public Education		
VIII-b	Describe the process by which any educational information provided to the media or distributed to the public is reviewed for (1) factual accuracy and (2) sufficiency of contextual information. (Standard VIIIB1)		
VIII-c	Attach the three most recent public education/advocacy documents the organization has released or indicate that such documents have not been produced (example: letters to members of organization, letter to the editor, letters to legislators, newsletters, etc.). (Standard VIIIB1)		
	C. Promoting Public Participation		
VIII-d	If the organization engages in promoting participation in community affairs, describe how the organization assures that its activities are strictly nonpartisan. (Standard VIIIC1)		
IX. (OTHER-LAWSUIT DISCLOSURE		
IX	Are there currently, or have there been in the last five years, any lawsuits or formal administrative complaints (such as Equal Employee Opportunity Commission suit or a complaint pending before a regulatory body) brought against the organization? Yes No Please describe such lawsuits or administrative complaints (or any pending administrative complaints or lawsuits). Address the following: (1) involvement of senior staff as subjects of lawsuit(s); (2) board involvement responding to the lawsuit(s); and (3) finding of liability or guilt.		

Standards for Excellence requested documents/policies:

Mission and Program			Financial and Legal		
I-a	Mission statement	V-a	Most recent form 990/Ohio Annual Financial		
I-b	Description of how organization's current	,	Report		
	activities are consistent with mission	V-b	Audit for most recently completed fiscal year with		
I-c	Description of organizational planning		material variation reported		
I-d	activities	V-c	Four most recent internal financial statements		
I-a I-e	Review of infrastructure, including technology List of programs; percentage, description of	V-d	Explanation of how employees can confidentially		
1-0	organizational effort	W.	report financial improprieties/misuse of funds		
I-f	Description of program evaluations/sample	V-e	Financial policies governing investment of resources,		
	evaluations	V-f	internal control policies, purchasing, net assets Description of monitoring changes in legal and		
I-g	Program participant policy		regulatory requirements		
I-h	Description of program participant satisfac-	V-g	General liability insurance declaration page or		
т:	tion and/or dissatisfaction measures	-	minutes from meeting at which general liability		
I-i	Grievance policy for program participants	***	insurance was discussed		
Gove	rning Body	V-h	Directors and officers liability insurance declaration		
II-a	Board minutes from the last 12 months		page or minutes from meeting at which directors and officers insurance was discussed		
II-b	Committee minutes from the last 12 months	V-i	Description of internal review of compliance with		
II-c	Explanation of how board engages in ongoing		existing legal, regulatory, and financial requirements		
ג זז	planning	D.,L1:			
II-d II-e	Most recently approved budget Description of executive director search and		Accountability		
11-0	hire process	VI-a	Annual report (or documents comprising annual		
II-f	Description of board's review of salary	VI-b	report) Explanation of how members of the public can		
	structure	V 1-D	provide input to the organization		
II-g	List of current board members (name, address,	P 1			
	principal employer, occupation, term-end	Fundra			
II-h	date)	VII-a	Fundraising results for last 5 years and explanation		
II-ii	Rationale for employees serving on board Board development, rotation, succession	VII-b	of fundraising ratios		
11 1	process	V 11-D	Three most recent solicitations and promotional materials		
II-j	Description of board diversity	VII-c	Four receipts used in fundraising		
II-k	Details of board member compensation	VII-d	Pledge card or response device used in fundraising		
	arrangement	VII-e	Description of organization's procedure for honoring		
II-l	Description of board selection and recruit-		donor requests		
II-m	ment process	VII-f	Fundraising policies or procedures		
II-III	Description of board orientation process Description of board evaluation	VII-g VII-h	Acceptance of charitable gifts policy		
II-o	Organization bylaws	V 11-11	List of fundraising consultants or professional solicitors hired in the last 12 months		
II-p	Board member expectations	VII-i	Explanation: how organization monitors any parties		
	ict of Interest		soliciting contributions		
III-a		Public	Policy and Public Affairs		
III-a III-b	Conflict-of-interest policy Conflict-of-interest statement				
III-c	Explanation of conflict-of-interest	v 111-a	Policy for determining positions on public policy issues		
	statement use	VIII-b	Explanation: how organization insures accuracy and		
Human Resources			sufficiency of information for public education		
		VIII-c	Three most recent public education/advocacy pieces		
IV-a	Personnel policies	VIII-d	Explanation: how organization insures that its		
IV-b IV-c	Policies and procedures		activities are strictly nonpartisan		
1 V-C	Description of employee performance evaluations	IX	Lawsuit disclosure		
IV-d	Description of employee orientation				
IV-e	Sample position descriptions				
	1 1				