

The background of the cover is a scenic mountain landscape. The upper portion shows a sharp, rocky mountain peak with some snow, set against a blue sky with light clouds. Below the peak, the mountain slopes are covered in dense evergreen forests. A semi-transparent green rectangular box is overlaid on the middle of the image, containing the title text. The lower portion of the image shows a road winding through a forest with trees displaying autumn foliage in shades of orange and yellow.

GFOA ALBERTA

POLICY

HANDBOOK

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Framework Governance – Guiding Policy

Vision Statement

GFOA Alberta – Policy Manual	
Policy Type: Framework Governance – Guiding Policy	Number: 1.1
Policy Name: Vision Statement	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>GFOA Alberta is recognized and valued as the leading source of information and skills development resources for Alberta municipal finance leaders, managers and staff that enables them to position Alberta at the forefront of leadership in municipal finance and financial management.</p>	

Mission Statement

GFOA Alberta – Policy Manual	
Policy Type: Framework Governance – Guiding Policy	Number: 1.2
Policy Name: Mission Statement	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>GFOA Alberta inspires and promotes excellence in municipal financial management by providing professional development and training, facilitating networking and peer relationships, and by providing guidance on emerging municipal accounting standards and financial issues, for the benefit of our members and their organizations.</p>	

Values/Guiding Principles

GFOA Alberta – Policy Manual	
Policy Type: Framework Governance – Guiding Policy	Number: 1.3
Policy Name: Values/Guiding Principles	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>Values:</p> <ul style="list-style-type: none"> • Integrity • Accountability • Openness, Transparency and Fairness • Collaboration • Excellence <p>Principles:</p> <ul style="list-style-type: none"> • Being honest and open to all our members, sponsors and other likeminded associations. • Upfront and responsible for all decisions pertaining to the association. • Open fair and clear to all members with timely information and disclosure. • Working and open to work with all likeminded organizations. • Continue to strive to be outstanding in all the products and services we provide to our members 	

Target Statement

GFOA Alberta – Policy Manual	
Policy Type: Framework Governance – Guiding Policy	Number: 1.4
Policy Name: Target Statement	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>With the support of Administration, the Board of Directors (Board) leads and coordinates by providing information and support services to Alberta municipal finance staff and their municipalities.</p> <p>Support to membership is provided by a set of task forces, staffed by committed volunteers that generously donate their knowledge and time, who help advance the cause of the Association and our members.</p> <p>Core functions of Communications, Emerging Issues and Professional Development are led by the Chairs of standing Task Forces who report directly to the Executive Director. As issues arise Ad Hoc committees are formed, perform their work and dissolve once they have accomplished their purposes.</p>	

Aims Statements

GFOA Alberta – Policy Manual	
Policy Type: Framework Governance – Guiding Policy	Number: 1.5
Policy Name: Aims Statements	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>The Board of Directors (Board) and Administration will work on the following to achieve the mission of the Association:</p> <p>This policy includes a progression of the following documents:</p> <ol style="list-style-type: none"> 1. the Strategic Plan, 2. an Operating Plan that forms the framework for the Business Plans of the Task Forces and includes timelines for both budgets and business plans, 3. a Business Plan of the Board that incorporates the Task Force Business Plans and ties to the Operating Plan, 4. multi-year Budgets, and 5. a long-term Revenue Strategy. <p><u>A Strategic Plan:</u></p> <ul style="list-style-type: none"> - provides guidance in fulfilling the GFOA Alberta mission with maximum efficiency and impact. If it is to be effective and useful, it should articulate specific goals and describe the action steps and resources needed to accomplish them. As a rule, the strategic plan should be reviewed and revamped every three to five years. <p><u>An Operating Plan:</u></p> <ul style="list-style-type: none"> - coordinated set of tasks for carrying out the goals delineated in a strategic plan. It thus goes into greater detail than the strategic plan from which it is derived, spelling out time frames and the roles of individual staff and board members, for example. It also has a shorter horizon than a strategic plan — usually one fiscal year. <p><u>A Business Plan:</u></p> <ul style="list-style-type: none"> - focusing on the actions and investment necessary to generate income from a specific program or service. A business plan includes information about GFOA Alberta's products, competitive environment and revenue assumptions. It describes the Association's goals, capabilities and strengths and the benefits it provides. Its purpose is to secure contributions and grants, foundations, corporate giving programs and other philanthropic entities. 	

The Multi-Year Budget:

- administration will collaborate with the Association's Treasurer to create a budget for each department's/project's operational plan. The multi-year budget will reflect the work outlined in the operational plan and include the following:
 - activities required to complete the work,
 - resources required to conduct planned activities,
 - staff resources necessary (including salaries and benefits)
 - additional expenditures (travel, supplies, consultants, postage, telephone).

Long-Range Fund-Raising Plan:

- The long-range revenue strategy helps the Board and Administration to ensure that the funding necessary to conduct its annual operational plan and to fulfill its long-range strategic plan. A long-range revenue strategy includes steps to identify the funding needs of the Association, and the Association's potential sources of income or support.

Board Self (Governance)

Governing Style and AGM

GFOA Alberta – Policy Manual	
Policy Type: Board Self (Governance)	Number: 2.1
Policy Name: Governing Style and AGM	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>The Board of Directors (Board) represents the membership of the Association. It is responsible directly for the development and communication of the Association's mission. The board is responsible for long term planning and direction. It defines the organizational culture, values, operating principles and parameters within which it expects the Executive Director to manage the Association's operations. (reference Policy 1.1 to 1.5)</p> <p>The Board will focus on strategic leadership rather than administrative detail, important policy rather than operational matters. It will establish and respect distinctions between the Board and Administration roles and manage any overlap between the respective roles in a spirit of collegiality and partnership that supports the authority of Administration and maintains proper lines of accountability.</p> <ul style="list-style-type: none"> • Emphasize an outward vision; • Provides strategic leadership; • Invites diversity in viewpoints; • Is based on collective decisions; • Embraces pro-activity; • Articulates a clear distinction of Board and Administration roles; • Maintains accountability to its membership; • Continuity of governance capability. <p><u>Annual General Meeting (AGM)</u></p> <p>The Board will hold an annual general meeting on or before June 30th of each year at a time and place as determined by the Board. Generally, it will be held during the annual conference. Agenda will be set by the President and will include presentation of the Financial Statements of the Association as well as nominations for election of the Board of Directors. (reference Policy 2.2.3) Quorum is set at seven (7) active Members of the Association and each member attendee will be entitled to one (1) vote. Members must be present to vote.</p> <p>The membership will be given at least twenty (20) days written notice, fourteen (14) days electronic or facsimile notification, of the meeting date, location and time.</p>	

GFOA Alberta – Policy Manual

Policy Type: Board Governance	Number: 2.2.1
Policy Name: Board Recruitment	Original Effective Date: May 6, 2020 Date of Last Amendment:
Preamble All active members in good standing will be considered for positions on the Board of Directors (Board) on the basis of former performance in office, experience in the government finance sector, professional integrity, and proven activity in pursuing the goals of GFOA Alberta. Executive members should be chosen on the basis of their potential contribution to GFOA Alberta as evidenced by their past record as members of the Association, the governmental finance profession and related professional activities. All Board members will be nominated and/or elected at the Annual General Meeting (AGM).	
Policy Board Positions The Board Positions for GFOA Alberta are defined in Policy 2.2.3 Board Structure and are as follows: <ul style="list-style-type: none"> • President • Past President • Vice President • Secretary • Treasurer • Up to (4) Directors-at-large <p>The Board, with the exception of the immediate Past President, shall be elected at the AGM of the Association and shall hold office for a period of one (1) year, or until their successors have been duly elected.</p> <p>Vacancies on the Board, however caused, may be filled by an appointment by the Board for the unexpired term of the person creating the vacancy. Such appointment must be made from active Members in good standing.</p>	

Election of the Board

The Board shall appoint a nominating committee comprised of two (2) active members in good standing who shall select not less than one name, from the active membership in good standing, for each Director position which is to be filled at an AGM. The annual nomination of the nominating committee will follow a succession order of positions should the representatives be interested in continuing on with the Board and holding a different position and will include any other nominee whose name has been brought forward.

Additional nominations may be made from the floor at the AGM by an active member in good standing.

All manner of holding elections and the rules of procedure pertaining thereto shall be prescribed by the Board.

Length of Office

A member of the Board shall not hold the office of President, Vice-President, Secretary, or Treasurer for more than 3 consecutive years, unless it is determined by acclamation as no other positions are available or nominations submitted.

Recruitment Considerations

1. Size and Type of Governmental Bodies:

It is generally agreed that the Board should be composed of members representing a variety of sizes and types of governmental units. The nominating committee should review the current representation on the Board (mixture of both larger and smaller local governments) when presenting the slate of candidates to the members. This representation should include members from large, intermediate and small government units. In addition, they may represent counties, cities, towns, villages, summer villages, special districts and other forms of local government.

2. Representation from the Province:

Representation from the Province would be considered an asset to the Board and enhance communication between Municipal Affairs and the membership.

3. Balance of Regional Representation:

The nominating committee should consider candidates for positions on the Board who represent both the northern and southern regions of the Province.

4. Balance of Experience:

Individuals nominated should represent a varied experience in governmental finance. Task Force members who are interested in moving to Board level representation would be considered an asset.

5. Communication Abilities:

Individuals nominated should possess an understanding of the current goals of the organization and be able to effectively communicate those goals. Notwithstanding the criteria set out above, the Board will actively solicit and review applications from all members.

Member Information Form

The Nominating Committee may request nominated individuals to complete a Member Information Form (attached as Appendix A).

Board Orientation

GFOA Alberta – Policy Manual	
Policy Type: Board Governance	Number: 2.2.2
Policy Name: Board Orientation	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>The Board of Directors (Board) believes that to be effective in sustaining the Board's ability to use a governing system, orientation of new board members is critical in ensuring there is an understanding of the Board's overall principles and concepts of how the Board operates, as well as an understanding of the Association as a whole.</p> <p>The orientation process is meant to assist all new directors in feeling comfortable within their new roles and their contribution to the Board as early in their tenure as possible. The goal of the orientation of new directors is to help them in the following manner:</p> <ul style="list-style-type: none"> • Understand their roles, responsibilities and time commitment to governance work around the Board and committee table, • Be aware of the current goals, opportunities and challenges facing the organization, • Be aware of who the Association's main stakeholders are including members, sponsors, clients, partners, the public, and staff, • Know how Board meetings are run, decisions are made and what formal governing policies and practices exist, and • Appreciate how the Board functions similarly or differently than other boards they may have served on <p>The GFOA Alberta President will be responsible for contacting all new Directors to orient them on the Board's role, decision-making, committees and Board-Administration communication, board practices, etc.</p> <p>Each new Director will be provided with or have electronic access to the following documents to ensure they have a good understanding of the Board, its roles and policies.</p>	

Orientation Document Checklist - Electronically

- ☐ Mission, Vision & Value Statements
- ☐ All Board Governance Policies
 - * Governing Style & Annual General Meeting
 - * Board Roles & Responsibilities
 - * Board Code of Conduct
 - * Board Meetings
 - * Board Code of Ethics
 - * Confidentiality Agreement
- ☐ Board Meeting Calendar
- ☐ Board Meeting Minutes
- ☐ Task Force & Committee Listings
- ☐ Current Approved Budget
- ☐ Financial Statements
- ☐ Strategic Plan
- ☐ Administration Job Descriptions

Board Structure

GFOA Alberta – Policy Manual	
Policy Type: Board Governance	Number: 2.2.3
Policy Name: Board Structure	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>The Board of Directors (Board) shall be elected from the active members in good standing, residing in Alberta and shall be comprised of the following positions:</p> <ol style="list-style-type: none"> The immediate Past-President President Vice-President Secretary Treasurer Up to four (4) Directors-at-Large (including a Municipal Affairs Representative) <p>The Board, with the exception of the immediate Past-President, shall be elected at the annual meeting of the Association and shall hold office for a period on one (1) year, or until their successors have been duly elected.</p> <p>Vacancies on the Board, however caused, may be filled by an appointment by the Board for the unexpired term of the person creating the vacancy. Such appointment must be made from active members in good standing.</p> <p>All considerations for filling or nominating any of the above positions are referenced in Policy 2.2.1.</p> <p>The Roles and Responsibilities of the Board (as a whole) are to:</p> <ul style="list-style-type: none"> Set strategic direction and policies for the Association; Transact the business of the Association including policy matters; Arrange meetings as to time, place and program; Manage the Association to meet the purpose and objectives of the GFOA Alberta membership to the best of its ability; 	

- Perform such other matters as may be deemed to pertain to the advancement, welfare and best interests of the Association and its members.

The **Responsibilities of the President** include the following:

- When present, preside at all meetings of the members of the Association and the Board of Directors.
- Shall be responsible for the general management and supervision of the Executive Director.

The **Responsibilities of the Vice-President** include the following:

- Shall assume the duties of the President in the absence of the latter.

The **Responsibilities of the Secretary** include the following:

- Shall attend all annual, general and special meetings of the Association and all Board meetings and ensure accurate minutes are maintained
- Shall be responsible for the nominations and operation of the Board of Directors election at the AGM.

The **Responsibilities of the Treasurer** include the following:

- Shall review financial operations of the association and present results quarterly, at a minimum.
- Shall submit to the Annual Meeting a statement duly reviewed as hereinafter set forth of the financial position of the Association and shall submit a copy of same to the Secretary for the records of the Association.

The **Responsibilities of the Municipal Affairs Representative** include the following:

- Shall act as a liaison between the Department of Municipal Affairs and the Board of Directors providing relevant information facilitating collaboration with the Department.

The **Responsibilities of the Immediate Past President** include the following:

- Ensure continuity between the previous year and current year, and for chairing the nominating committee.

****GFOA Alberta Organizational Chart****



GFOA Alberta – Policy Manual	
Policy Type: Board Governance	Number: 2.2.4
Policy Name: Task Forces	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>The Board of Directors (Board) has identified key areas of the Association that require the attention of a task force comprised of GFOA Alberta members. The creation of a task force is at the discretion of the Board. The purpose of a task force is generally defined as follows:</p> <ul style="list-style-type: none"> GFOA Alberta Task Forces are established to address operational matters requiring the expertise, input and recommendations of GFOA Alberta members. <p>Task Forces may be created for general operational matters or for specific purposes or issues over a specific period of time.</p> <p>Task Forces are charged with the operation and management of their respective mandates, defined in their Terms of Reference, and subject to oversight from the Board and Executive Director.</p> <p>Prior to the formation of any new task force, the Board is responsible for defining the terms of reference for that task force. Following the establishment of the task force, the Task Force is responsible for developing a business plan and progress report for key activities. Task Force business plans and progress reports are subject to approval by the Board and should align with the GFOA Alberta Strategic Plan.</p> <p>Current Task Forces include:</p> <ul style="list-style-type: none"> Communications Emerging Issues Professional Development <p><i>*Each Task Force has its own Terms of Reference that is reviewed and adopted annually*</i></p> <p><i>*TOR are available on the website*</i></p>	

Committee Definition, Responsibilities & Principles

GFOA Alberta – Policy Manual	
Policy Type: Board Governance	Number: 2.2.5
Policy Name: Committee Definition, Responsibilities & Principles	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>Purpose</p> <p>This Board of Directors (Board) policy is intended to provide a framework and foundation for the specific Terms of Reference of each of the Ad Hoc Committees.</p> <p>Relationship between the Board and Board Standing Ad Hoc Committees</p> <ul style="list-style-type: none"> i. The Board has “ownership” of the work that is done on its behalf by Ad Hoc Committees, etc.; ii. The Board delegates responsibility to Ad Hoc Committees, which make recommendations for approval by the Board; iii. There should be an alignment between Board responsibilities and Board Ad Hoc Committees, with the exception of those responsibilities which are directly fulfilled by the Board as a whole; iv. The Board will determine the duties of each Ad Hoc Committee. The Board will approve terms of reference and membership of the Board committees annually; v. The Board will monitor the performance of its Ad Hoc Committees at each regular Board meeting through a summary written report and a verbal report by the committee chair related to specific recommendations of the Ad Hoc Committee for approval by the Board; vi. The Ad Hoc Committee will raise key issues for Board discussion/decision. Adequate time is allotted at Board meetings for consideration of major Committee recommendations; 	

- vii. The Terms of Reference for Ad Hoc Committees will be reviewed annually by the respective committee, which will make recommendations to the Board for revisions as appropriate;
- viii. Ad Hoc Committees may not speak or act for the Board, except when formally given such authority for specific and time-limited purposes. Such delegation will be framed to not conflict with the authority delegated to the Executive Director.
- ix. Unless otherwise specified, Ad Hoc Committees may not commit or bind the Association to any course of action and no decision of a committee is binding on the Board, until approved or ratified by the Board;
- x. Unless otherwise authorized to do so, an Ad Hoc Committee may not engage independent legal counsel or consulting advice without prior Board approval.

Board Remuneration

GFOA Alberta – Policy Manual	
Policy Type: Board Governance	Number: 2.2.6
Policy Name: Board Remuneration	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>Policy</p> <p>The Board of Directors (Board) positions are volunteer positions and remuneration for time will not be paid to representatives of GFOA Alberta (“representatives”). The Association does recognize that some of the Board work may require travel and some out of pocket expenses to incur, for which the Association will reimburse in the cases where the performance of their duties was not reimbursed by the municipality. Representatives include members of the Board, Task Forces, Special (Ad Hoc) Committees, the Committee on Canadian Issues (CCI) and Administration. The remuneration policy for Representatives reflects the interests of the membership.</p> <p>If remuneration is required, all expense claims, with receipts will be reviewed and approved by the GFOA Alberta President prior to any reimbursement being issued.</p> <p>Authorization:</p> <p>Travel may be authorized where the purpose for travel cannot be adequately met through correspondence, telephone, or other means of communication.</p> <p>The method of transportation is at the discretion of representatives and will normally be the most direct and economical, considering such factors as the purpose of the trip, costs incurred in subsistence, and the amount of the fare or mileage cost, in accordance with the budget as approved by the Board. In an effort to keep membership fees as low as possible, the Board, Task Forces and Special Committees, as volunteer members, are encouraged to claim out of pocket expenses only.</p> <p>Travel expenses require pre-approval (based on reasonable estimates) of the President or Vice President. Evidence of the pre-approval is required for payment of any expenses incurred.</p> <p>Transportation:</p> <p>It is expected that representatives determine the most economical and practical method of transportation available.</p>	

Private Vehicle Travel

In exceptional circumstances, mileage allowances are paid for the specific purpose of reimbursing representatives for the actual cost of using their vehicles on GFOA Alberta business. When applicable, the Representative will be reimbursed at the rate prescribed by the Province of Alberta.

Where mileage allowance is not provided, the cost of fuel will be reimbursed with supporting receipts.

Ground Transportation

Representatives on travel status may, upon submission of a receipt, claim the actual and reasonable cost of public transit, taxi, and rental car or airport bus service incurred for business purposes. Representatives are encouraged to utilize public transit as a first means of transportation whenever possible.

Parking

Parking fees will be reimbursed at actual cost when supported by receipts. Normal meter parking fees may be claimed without a receipt.

Air Travel

Representatives are required to take advantage of seat sales and excursion rates wherever possible, but in no instance are permitted to travel at a cost exceeding economy airfare rates. Reimbursement is for the actual cost of the fare and must be supported by receipts.

Accommodations:

Representatives on travel status required to be away from their regular place of residence overnight may claim the actual and reasonable cost of commercial accommodation upon production of a receipt. Alternatively, representatives may claim an allowance of \$50.00 per night if staying at private, non-commercial accommodation. The claiming of an accommodation allowance does not require a receipt.

Meals:

When traveling on Association business, Representatives may purchase a meal and claim either the actual cost of a meal or a meal allowance. The actual cost of the meal is the amount shown on the receipt, excluding alcoholic beverages, plus a gratuity of up to 15 percent of the meal cost. The meal allowances are equivalent to the rates prescribed by the Province of Alberta for breakfast, lunch and dinner. The claiming of a meal allowance does not require a receipt. In an effort to keep membership fees as low as possible, the Board, Task Forces and Special Committees, as volunteer members, are encouraged to pay for their meals during travel.

Extraordinary Expenses:

If unusual expenses, not outlined in this policy are incurred, Representatives may be entitled to reimbursement of the costs upon presentation of receipts and approval by the President.

Travel Outside Canada:

Any travel out of country by a GFOA Alberta Representative where costs may be incurred by the Association, must be approved by the Board prior to travel. Upon approval, the travel and subsistence rates provided by the Association may be claimed by the Representative at a rate equivalent to the currency of the country in which the expenditure was incurred.

Procedure:

Expense claims are to be completed as soon as possible after return from travel on the attached Travel Claim form.

The GFOA Alberta President and Treasurer will approve the Travel Expense Claim form for reimbursement.

Board Roles & Responsibilities - Board Liability Insurance

GFOA Alberta – Policy Manual	
Policy Type: Board Self (Governance)	Number: 2.2.7
Policy Name: Board Roles & Responsibilities - Board Liability Insurance	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>The Association shall hold appropriate Liability Insurance on behalf of the Board of Directors (Board) and Administration. No Board member or Administration shall, in any capacity, be held personally liable for any debts or liabilities of the Association except for those that are due to their intentional neglect or fault. Each Board member and Administration shall be indemnified and saved harmless against all odds, charges and expenses, which may occur in or about any execution of the duties of office.</p> <p>Annually, Administration will confirm that the coverage is in place.</p>	

Board of Directors

Code of Conduct

GFOA Alberta – Policy Manual	
Policy Type: Board of Directors	Number: 2.3.1
Policy Name: Code of Conduct	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>GFOA Alberta is committed to fostering an environment of respect, teamwork and effective decision-making. The items below have been determined as key points of conduct in an effort to preserve the core values and business principles that GFOA Alberta is founded upon, a list of expectations and actions has been compiled that have been classified to assist in the success of the Board of Directors (Board) , Administration and Association as a whole, including but not limited to Task Force and Committee members.</p> <ul style="list-style-type: none"> • Review and conduct themselves in a manner that aligns with the adopted Code of Ethics Policy # • Represent the broad interests of members and/or stakeholders. • Refrain from trying to influence other Board members outside of Board meetings that might have the effect of creating factions and limiting free and open discussion. • Be willing to be a dissenting voice, to build on other Board member ideas, or to offer alternative points of view as options to be considered and invite others to do so too. • Once a Board decision is made, support the decision even if one's own view is a minority one. • Not disclose or discuss differences of opinion on the Board with those who are not on the Board. The Board should communicate externally with "one voice". • Respect the confidentiality of information on sensitive issues, especially in personnel matters. • Disclose one's involvement with other organizations, businesses or individuals where such a relationship might be viewed as a conflict of interest. • Not use their status as a member of the Board to obtain personal gain from those doing or seeking to do business with GFOA Alberta. 	

- Neither seek out nor accept gifts, payments, services, fees, special valuable privileges, pleasure or vacation trips, accommodations or loans from any person, organization or group that does or is seeking to do business with the Association.
- Refrain from giving direction, as an individual Board member, to Administration
- Respect all members and volunteers of GFOA Alberta.
- A signed agreement of the Code of Conduct for Board of Directors, Task Force or Ad Hoc members and administration is required annually.

GFOA ALBERTA CODE OF CONDUCT

Acknowledgement & Agreement

I, _____ acknowledge that I have read, understand, and agree to comply with the GFOA ALBERTA CODE OF CONDUCT policy. Further, I understand that if I violate the rules/procedures outlined in this Policy, I may face corrective action, up to and including removal from the Board of Directors, Task Forces, Committees or Administration termination.

I understand that this policy can be amended at any time.

Name: _____

Signature: _____

Date: _____

Witness: _____

Board Meetings

GFOA Alberta – Policy Manual	
Policy Type: Board of Directors	Number: 2.3.2
Policy Name: Agenda Development, Schedule & Board Meeting Protocol	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>The Board of Directors (Board) is committed to effective and efficient meetings.</p> <p>Agendas and Minutes (see below for agenda format)</p> <ul style="list-style-type: none"> • Meetings are based on a prepared agenda. • Agenda topics will be determined by the President, in consultation with the Executive Director. • The Executive Director will communicate all necessary information to the Executive Administrator who is responsible for the preparation of the agenda. • Any Board members wishing to add items to the agenda are responsible for providing notice of agenda items, including a description of the item and any necessary documentation, to the Executive Administrator no less than one week prior to the meeting. • Electronic copies of the agenda and associated supporting documentation will be distributed to the Board and the Executive Director no less than 3 business days prior to the meeting. • Additions and/or amendments to the agenda may be made at the time of the meeting but should be limited to emergent items and require a resolution of the Board. • All matters requiring a decision of the Board are to be included in the agenda as separate meeting items. • All items in the agenda are to carry a recommended course of action and where appropriate supplemented by supporting documentation. • The agenda is to be collated with the agenda items placed in the agenda order and marked with the agenda number. The agenda package will be consolidated into a single document. 	

- Minutes of all Board meetings will be recorded by the Executive Administrator.
- The Minutes are to clearly show resolutions and action points and who is to complete the action
- The Minutes will be available two weeks after the meeting is held whenever possible.
- Minutes of the previous meeting will be presented for approval by resolution at each Board meeting.

Meeting Procedures

General:

- Meetings are held with the expectation that Board members have prepared for the meeting and will participate in all discussions at all times within the principles of acceptable behaviour.
- Meeting times and dates are established by the Executive Administrator based on the Board input regarding availability.
- Board meetings (via teleconference) will generally be held at least once per month.
- In-person meetings shall be held annually in the fall. Additional in-person meetings will be at the discretion of the Board.
- Quorum at Board meetings is 5 out of 9
- All Board members, including the President, have an equal vote in decision making and are expected to vote on all matters before the Board.
- A carried motion requires a majority vote of present Board members.
- Tie votes result in a defeated motion.
- Any Board member with a conflict or pecuniary interest in any issue shall not take part in any debate on such issues and will be asked to leave the meeting for the duration of the debate.

Special meetings:

- A special meeting may be called by the President at their discretion.
- Advance notice of special meetings should be provided where possible to all Board members, the Executive Director and the Executive Administrator.

Closed Meetings:

- The meeting may, by resolution, be closed to the public for any reason allowed for in the *Freedom of Information and Protection of Privacy Act*.
- No decisions of the Board may be made in a closed session.
- A resolution is required to both close the meeting and re-open it.
- The Board has the discretion to include any individuals it so chooses in a closed session.

Member Participation

- Members at large with issues for the Board must contact the President who will decide if it's appropriate that the member attend a future Board meeting to discuss the matter further.
- Board approved Minutes will be posted to the Members Only section of the website for reference by Members.

Motions/Amendments:

- Motions and amendments do not require seconding.
- Motions and amendments once proposed may be withdrawn.
- Any Board member may propose an amendment to any motion regardless if they made the original motion.
- No further amendments may be accepted until the first one is disposed of.
- A matter already discussed may not be reintroduced at the same meeting in any guise or by way of an amendment.
- Defeated motions may not be reintroduced to the Board unless a motion allowing for the reintroduction of the issue is first passed.

Agenda Format**AGENDA****GFOA Alberta Board Meeting****Date****Location****Time**

-
- 1. Welcome / Introductions**
 - 2. Additions to / Adoption of Agenda**
 - 3. Minutes**
 - a. Date of minutes
 - 4. New Business**
 - a. Example
 - i. Example
 - 5. General Updates**
 - a. Example
 - i. Example
 - 6. For Information Only**
 - a. Example
 - b. Example
 - c. Example
 - 7. Date & Location of Next Meeting**

Type of Meeting (in-person/teleconference): Date
 - 8. Adjournment**

Operations

Program Development

GFOA Alberta – Policy Manual	
Policy Type: Operations	Number: 3.1
Policy Name: Program Development	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>This policy is intended to guide the “Operational” aspect of the Association and lies within the realm of the Executive Director to implement; however, the Board of Directors (Board) sets this policy for Administration.</p> <p>Task Force Authority</p> <ul style="list-style-type: none"> • Task Forces will report to the Executive Director • Task Forces will complete Meeting Notes (which include recommendations) as soon as possible and share them with the Board once approved. • The Executive Director represents the Task Forces’ recommendations and brings Board decisions back to the Task Forces. • The Executive Director accountability is to the Board • The Executive Director will be responsible/accountable for Task Forces. <ul style="list-style-type: none"> - Task Forces will have clear delegated authority/budget to operate within and make decisions - Engagement activities will be entrenched in the Policies of the Association and Terms of Reference for Task Forces. - Task Force Chairs are invited to attend the Fall in-person Board meeting. • The Executive Director performance review will include input from the Task Force Chairs. • The Board will receive Scorecards from each Task Force, as updated. <p>Program Planning within Board and Task Forces</p> <ul style="list-style-type: none"> • Program planning is to be done within the guiding principles of the Association, the goals and the Strategic Plan of the Association (the Board will set those). • Business Plans will be set by each Task Force at the onset of the year with those guiding documents in mind and will be submitted to the Board for approval. 	

- Task Forces will submit budget requests to the Board in a timely matter to ensure adequate resources are available to carry out their Business Plans.
- The Executive Director is responsible to ensure that Business Plans of each Task Force are reviewed annually.

Legislative Requirements

All legislative requirements with respect to the Association Bylaws, Employment, Contract and other applicable laws are required.

Member Services

Membership Access to Services & Membership Satisfaction/Evaluation

GFOA Alberta – Policy Manual	
Policy Type: Operations – Member Services	Number: 3.1.2
Policy Name: Membership Services	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>Purpose GFOA Alberta values its membership and would like to continue to maintain a strong level of participation and support from Municipal Organizations, as well as maintain a high level of member satisfaction within the Association.</p> <p>With the support of Administration, the Board of Directors (Board) leads and coordinates by providing information and support services to Alberta municipal finance staff and their municipal organizations, through a set of Task Forces, staffed by committed volunteers who generously donate knowledge and time to help advance the cause of the Association for GFOA Alberta members.</p> <p>Core functions of Communications, Emerging Issues and Professional Development are led by the Chairs of standing Task Forces. As issues arise, Ad Hoc Committees are formed, perform their work and dissolve once they have accomplished their purpose as identified in Policy 2.2.5 – Committee Definition, Responsibilities & Principals.</p> <p>Membership Opportunities GFOA Alberta is committed to providing access to information, professional development opportunities, hosting an annual conference and volunteer opportunities to all members.</p> <p>Membership Evaluation/Satisfaction The Board will meet annually with the Task Force Chairs to determine the Functions, Goals, Metrics, Targets and Strategies for the Board and each of the Task Forces. These plans will be outlined within the Strategic Plan. The Strategic Plan is reviewed annually to ensure the Board and Task Forces are meeting the membership needs and wants as identified through member evaluations.</p> <p>Evaluations will be done at the GFOA Alberta Conference and after each Professional Development session.</p>	

Operations

Conferences

GFOA Alberta – Policy Manual	
Policy Type: Operations	Number: 3.1.3
Policy Name: Conferences	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>General Policy</p> <p>GFOA Alberta hosts an annual conference to provide its members with valuable opportunities for professional development and networking within our industry. The main objective of this policy is to ensure the location of the annual conference varies from year to year and that responsibility for organizing the conference is shared by municipalities throughout the province. Annual provincial GFOA conference locations will be selected based on the following criteria.</p> <p>The Executive Director is responsible to select conference locations. To facilitate conference planning, the Executive Director will determine the conference locations using a 3-year timeline.</p> <p>Criteria for Annual Conference.</p> <ol style="list-style-type: none"> 1) Geographic Location – The preference would be for the conference location to alternate from northern Alberta to southern Alberta locations each year to allow all members the opportunity to attend as often as possible. 2) Regional Hosting Opportunities: It is strongly recommended to take advantage of regional support in hosting the conference. 3) Sufficiency of Meeting Facility: The meeting facilities must have the capacity for up to 400+ delegates, sponsors, trade show participants and special guests. 4) Logistics of a Trade Show Venue: The trade show is an important part of the conference, providing delegates with important product and service information and contacts. In addition, significant conference revenue is generated by the trade show. Therefore, it is important to ensure the conference facility will accommodate a trade show with plenty of delegate traffic during break times, etc. 5) Hotel Accommodations: Reasonably priced hotel(s) must be near the meeting facility and have accommodation for 400+ delegates, sponsors, trade show participants and special guests. 	

- 6) Accessibility: The location of the conference should be near primary highways and an airport to provide easy access for the delegates.
- 7) Enthusiasm: The conference committee must be keen to organize the conference. It is important to have the commitment and support of an organizational team.
- 8) Resource Capacity: The conference committee should have access to the resources required to coordinate the conference.
- 9) Reasonable overall costs: The overall costs of the conference should be kept reasonable. While quality should not be compromised, keeping the costs reasonable will ensure delegate participation.
- 10) The conference budget is subject to approval by the board of directors.

Board Responsibilities

The Board assigns the Executive Director to determine conference location and timelines 3 years in advance.

Administration

GFOA Alberta – Policy Manual	
Policy Type: Personnel	Number: 3.2.1
Policy Name: Administration	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>GFOA Board of Directors:</p> <p>The Board of Directors (Board) has many legal and fiduciary responsibilities. The Board must know and understand all applicable provincial, federal and local laws that pertain to the Association. The Board provides legal oversight in all areas and relays pertinent legal information to Administration, as needed.</p> <p>The Board ensures that the operations of the Association are aligned with the mission, vision and values of GFOA Alberta. The Board's governance duties include appropriate oversight over the Executive Director and the management of the Association's activities.</p> <p>The Board must make sure that the Executive Director is running the Association well and within the purpose and mission of the Association. The Board has the right and responsibility to remove an Executive Director.</p> <p>As part of their oversight duties, the Board is responsible for creating and approving an annual budget and making sure that the Executive Director has the financial resources to further the Association's mission.</p> <p>Executive Director Support to the Board:</p> <p>The Executive Director is a contract employee who provides overall management and administration of GFOA Alberta including implementation of Board policies, bylaws, and directives, according to the approved job description.</p> <p>The Executive Director manages all of the day-to-day responsibilities of the Association, including managing Administration and volunteers. Working with Administration, the Executive Director develops policies to inform the various programs as they work toward fulfilling the Association's purpose.</p> <p>The Executive Director will:</p> <ul style="list-style-type: none"> • actively participate in Board recruitment, • actively lead Board orientation and education, • give information for decision-making, • organize work processes and structures, • clarify Board roles and responsibilities, and • provide methods for Board to monitor and evaluate themselves. 	

Board Support to the Executive Director:

The Board, through the president will provide guidance and support to the Executive Director while monitoring and ensuring a positive work environment for the Executive Director which includes:

- Encouraging appropriate professional leave;
- Giving direction and clarity when requested or appropriate;
- Encourage a relationship built on trust and mutual respect;
- Provide connections to the municipalities and potential sponsors.

Board discussions about current and potential new programs will focus on whether a program is relevant to the mission. Board meetings are time-efficient, with few or no last-minute additions to the agenda. The Board will speak as “one voice” once a decision has been made at the Board meeting. Individual Board members give no negative “sidebars”. No “Board meeting after the Board meeting” occurs.

Executive Administrator:

The Executive Administrator is a contract employee who provides administrative and bookkeeping support to GFOA Alberta.

Recruitment and Selection:

Once the Board has authorized the position, the Executive Director has the authority to hire all personnel into regular full-time, regular part-time and temporary positions. The Executive Director has the authority to promote or reassign a regular fulltime to fill a full-time position vacancy and to promote or reassign a regular part-time employee to fill a regular part-time position vacancy. The Executive Director has the authority to approve recruitment for positions that have been authorized by the Board and designates the appropriate manager or staff member to conduct the recruitment.

Salary:

The board of directors will be responsible for conducting periodic compensation surveys.

GFOA Alberta – Policy Manual

Policy Type: Personnel	Number: 3.2.2
Policy Name: Volunteer Policy	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>1 Overview</p> <p>1.1 Definition of ‘Volunteer’ A ‘volunteer’ is anyone who, without compensation or expectation of compensation beyond reimbursement, performs a task at the direction of and on behalf of GFOA Alberta. Volunteers are viewed as a valuable resource to GFOA Alberta, its Administration and its stakeholders.</p> <p>1.2 Purpose of the Volunteer Policy This policy is to provide overall guidance and direction to Administration and volunteers engaged in volunteerism for GFOA Alberta. This policy is intended for internal guidance only and does not constitute, either implicitly or explicitly, a binding contract or personnel agreement. The Board of Directors (Board) reserves the exclusive right to change any of these policies at any time. Areas not specifically covered by these policies shall be determined by the Executive Director.</p> <p>1.3 Scope Unless specifically stated, this policy applies to all non-board member volunteers in all programs and projects undertaken on or on behalf of GFOA Alberta, and to all departments and sites of operation of GFOA Alberta.</p> <p>1.4 Role of the Executive Director The productive utilization of volunteers requires a planned and organized effort. The role of the Executive Director with respect to volunteers is to provide a central coordinating point for effective volunteer management within GFOA Alberta, and to direct and assist Administration and volunteer efforts to jointly provide more productive services. The Executive Director shall also bear responsibility for liaising with volunteer groups such as Task Forces, the Conference Committee and the Board.</p> <p>1.5 Service at the Discretion of GFOA Alberta GFOA Alberta accepts the service of all volunteers with the understanding that such service is at the sole discretion of GFOA Alberta. Volunteers agree that GFOA Alberta may at any time, for whatever reason, decide to terminate the volunteer’s relationship with GFOA Alberta. The volunteer may at any time, for whatever reason, decide to sever the volunteer’s relationship with GFOA Alberta. Notice of such a decision should be communicated as soon as possible to the Executive Director.</p> <p>1.6 Volunteer Rights and Responsibilities Volunteers shall be extended the right to be given meaningful assignments, the right to be treated as equal co-workers, the right to full involvement and participation, and the</p>	

right to recognition for work done. In return, volunteers shall agree to actively perform their duties to the best of their abilities and to remain loyal to the goals and procedures of GFOA Alberta.

1.7 Scope of Volunteer Involvement

Volunteers may be utilized in all programs and activities of the Association and serve at all levels of skill and decision-making. Volunteers should not, however, be utilized to displace any paid employees from their positions.

2 Volunteer Management Procedures

2.1 Two Hat Policy

Members of the Board are not excluded from participation in other volunteer opportunities with the GFOA, however board member responsibilities must remain the priority.

2.2 Representation of the Association

Prior to any action or statement which might significantly affect or obligate the Association, volunteers should seek prior consultation and approval from the Executive Director. These actions may include, but are not limited to, public statements to the press, coalition or lobbying efforts with other organizations/levels of government, or any agreements involving contractual or financial obligations. Volunteers are authorized to act as representatives of GFOA Alberta as specifically indicated within their job descriptions and only to the extent of such written specifications.

2.3 Confidentiality

Volunteers are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer, whether this information involves administration, volunteers, stakeholders, or other persons, or involves overall GFOA Alberta business. Failure to maintain confidentiality may result in termination of the volunteer's relationship with the Association or other corrective action.

3 Volunteer Recruitment and Selection

3.1 Position Descriptions

Volunteers require a clear and complete understanding of the duties and responsibilities of the position which they are expected to fill as per terms of reference and orientation.

3.2 Recruitment

Volunteers shall be recruited by GFOA Alberta on a pro-active basis. Volunteers shall be recruited without regard to gender, age, race, religion, sexual orientation or other condition. The sole qualification for volunteer recruitment shall be suitability to perform a task on behalf of GFOA Alberta. Volunteers may be recruited through either an interest in specific functions or through a general interest in volunteering which will later be matched with a specific function.

3.3 Interviewing

Prior to being assigned or appointed to a position, all volunteers will be interviewed to ascertain their suitability for and interest in that position. The interview should determine the qualifications of the volunteer, their commitment to fulfill the requirements of the position, and should answer any questions that the volunteer might have about the position. Interviews may be conducted either in person, telephone or other electronic means. Interviews will be the responsibility of the Chair of the respective Task Force, committee, or the Executive Director.

3.4 Acceptance and Appointment

Service as a volunteer with GFOA Alberta shall begin with an official notice of acceptance or appointment to a volunteer position. Notice may only be given by a task force or committee chair or the Executive Director. No volunteer shall begin performance of any position until they have been officially accepted for that position.

3.5 Professional Services

Volunteers shall not perform professional services for which certification or licensing is required unless currently certified or licensed to do so. A copy of such certificate or license should be maintained by the Executive Director.

3.6 Leave of Absence

At the discretion of the Chair of the respective Task Force or committee, or for members of the Board, the President, may grant leaves of absence to volunteers.

4 Additional Provisions

4.1 Reimbursement of Expenses

Volunteers may be eligible for reimbursement of expenses incurred while undertaking business for GFOA Alberta. Prior approval must be sought for any expenditures from the Executive Director.

4.2 Insurance

Liability and accident insurance are not provided for volunteers engaged in GFOA Alberta business.

4.3 Recognition

Volunteer recognition will be conducted to highlight and reward the contribution of volunteers to the Association during the GFOA Alberta annual conference.

GFOA Alberta – Policy Manual

Policy Type: Financial	Number: 3.3.1
Policy Name: Financial Policy	Original Effective Date: May 6, 2020 Date of Last Amendment:

Policy

The Board of Directors (Board) on behalf of the membership is responsible for all finances as related to the GFOA Alberta Association. As such, GFOA Alberta must adopt an operating budget for each calendar year to fund the annual operations.

Definitions

1. Expenditures – an operating budget must include the estimated amount of the following expenditures: the amounts needed to provide for GFOA Alberta policies and programs, to pay debt obligations, to meet the costs related to conference, Task Forces and sub committees, amounts to be transferred to reserves or capital, amounts to cover any prior period deficiency, and any other expenditure the Board deems as necessary.
2. Revenue – an operating budget must include the estimated amount of the following revenues: amounts generated from Alberta membership fees, grants, conferences registrations and sponsorships, investments, any other sources, and transfers from reserves.
3. Authority – GFOA Alberta Directors and Officers may only make an expenditure that is included in an operating budget or is otherwise authorized by resolution of the Board. The Board shall establish procedures to authorize and verify expenditures that are not included in the budget. The Board shall not approve an annual operating budget that includes an operating deficit.
4. Liability – GFOA Alberta Directors and Officers that direct or make an unauthorized expenditure are liable to GFOA Alberta for the particular expenditure or the amount spent.

Guidelines/Procedures

1. Authorization

Administration, with the support of the Treasurer is responsible for the preparation of the budget. The board is responsible for approval of the budget.

2. Responsibilities of the Treasurer

Administration with the input of the Treasurer shall establish appropriate guidelines, procedures and internal controls as it relates to the Association's budget:

- a. to ensure the achievement of the objectives which are identified within the Budget Policy and Procedures;
- b. for authorizing persons to engage in budget preparation, analysis and financial activities;
- c. for the accounting and reporting of actual expenditures/revenues to budget;
- d. for the regular preparation and reporting of financial activities on a monthly basis.

The guidelines, procedures and internal controls shall be approved and reviewed on a regular basis by the Board.

3. Responsibilities of the President

The President shall monitor the guidelines, procedures and internal controls established by the Treasurer to ensure their compliance with the Budget policy and procedures.

4. Annual Budget Preparation

The following budget preparation steps shall be performed annually:

- a. The Treasurer shall put the budget before the Board for their approval. A budget must be approved for each upcoming fiscal year. A proposed budget shall be presented to the Board at the in-person Board meeting in the fall of each year.
- b. The proposed budget shall be deemed approved if the proposed budget receives approval of a simple majority of the Board present at a regular Board meeting. Approval shall be no later than the 31st of December of the year preceding the budget year.
- c. Once approved, the proposed budget becomes the approved budget for the fiscal year.
- d. Any Board member or Executive Director may, during the fiscal year, present to the Board, for its consideration and approval, amendments to the budget for the then current fiscal year at any regular meeting of the Board.
- e. If the amended budget is approved by the Board, the amended budget shall apply to the remainder of the current fiscal year.

5. Forecast Preparation

A two-year operating forecast document shall be prepared. This document shall outline the Board's expectations of revenues and expenditures for future fiscal years:

- a. The Treasurer shall present a Forecast for the next two fiscal years following the current proposed budget year at the in-person Board meeting in the fall of each year.
- b. The Treasurer, Executive Director and/or President shall provide updates to the Board on amendments on the Forecast document throughout the current fiscal year.
- c. Any amendments accepted by the Board will be incorporated into the Forecast by the Treasurer.

- d. The Forecast will form the basis for the preparation of the Annual Budget for the upcoming fiscal year.

6. Reporting

The Treasurer shall report on the financial activities undertaken by GFOA Alberta and present the annual operating budget to membership at the Annual General Meeting. The following information shall be provided to the Board at its regular meetings:

- a. total revenues and expenditures for the month and year to date.
- b. budget variance analysis (i.e. actual revenues and expenditures relative to the approved/amended budget).
- c. detailed expenditures (i.e. Cheque Log)

7. Review and Amendment Procedures

GFOA Alberta's Budget Policy and Procedures shall be reviewed annually by the Board, who may approve any changes as required.

8. Annual Surplus/Deficit Funds

Should GFOA Alberta be in either a surplus or deficit position at the end of each Fiscal Year a transfer to or from reserves will be presented to the Board for approval.

GFOA Alberta – Policy Manual

Policy Type: Financial	Number: 3.3.1.1
Policy Name: Cash Management & Investments	Original Effective Date: May 6, 2020 Date of Last Amendment:

Policy

GFOA Alberta will manage cash and invest surplus funds in a prudent manner that will provide optimum investment returns with the maximum security while meeting the Association's cash flow requirements.

Objectives

This cash management and investment policy has the following objectives listed in priority order:

Capital preservation – the Association recognizes its fiduciary responsibility for the stewardship of financial funds with which it has been entrusted. Therefore, the prime objective of this policy is to ensure that cash on hand (including cash held in financial institution current accounts) and the principal amount of each investment are safe from losses due to market conditions and issuer default. To accomplish this objective, GFOA Alberta will ensure that sufficient diversification, as appropriate, exists within its investment portfolio.

Maintenance of liquidity – the Association's investment portfolio will be sufficiently liquid in order to enable the Association to meet its operating cash flow requirements that might be reasonably anticipated in the short and longer term. For the purposes of this policy liquidity is defined as the ability to convert an investment into cash with minimum risk associated with loss of principal or accrued interest.

Rate of return – the Association's investment portfolio will be effectively managed to ensure that an optimum rate of return is realized on all investments within the parameters of the objectives established within this policy.

Guidelines/Procedures

GFOA Alberta will adopt the following guidelines / procedures in respect to this policy.

Authority

The Board of Directors (Board) are responsible and accountable for the control, management and administration of GFOA Alberta's cash and investments in accordance with the policy approved by the Association. The Board delegates this responsibility to the Treasurer and the President.

Responsibilities of the Treasurer

The Treasurer shall establish appropriate guidelines, procedures, and internal controls:

- a. to ensure the achievement of the objectives which are identified within this policy,
- b. for authorizing persons to engage in cash management and investment activities,
- c. for purchasing and selling investments,
- d. for custody and safekeeping of investments,
- e. for the accounting and reporting of cash management and investment activities, and
- f. for the regular preparation and reporting of bank account reconciliations. A bank reconciliation is to be prepared for each bank account in the name of GFOA Alberta on a monthly basis.

The guidelines, procedures, and internal controls shall be approved and reviewed on a regular basis (minimum annually) by the Board.

The Treasurer shall provide a copy of this policy to each financial institution GFOA Alberta transacts business with.

Responsibilities of the President

The President shall monitor the guidelines, procedures and internal controls established by the Treasurer to ensure their compliance with this policy.

Cheque Authorization and Signatures

The President, Treasurer, Executive Director and Executive Administrator shall be authorized to sign cheques.

No signatory may sign a cheque issued in the name of the signatory.

Cheques made out to cash are prohibited.

Procurement & Custody of Investments

The Treasurer shall ensure:

- a. that the method of procurement achieves and maximizes the objectives of this policy,
- b. that each individual investment transaction (purchase or sale) is jointly authorized by the Treasurer and the President (or another member of the Board) prior to the transaction occurring,
- c. that all investment certificates issued to GFOA Alberta are in the name of or held in the name of GFOA Alberta.
- d. that negotiable securities are held in one of two ways;
 1. in a safekeeping compartment with GFOA Alberta's banker, or

- 2. held by a third-party custodian in the name of GFOA Alberta and evidenced by safekeeping receipts and monthly statements.
- e. that nonnegotiable investment certificates are maintained in an appropriate investment file in the custody of the Treasurer, and
- f. that financial institutions provide the Treasurer with confirmation of the investment certificate.

The Treasurer will report on the cash management and investment activities undertaken by GFOA Alberta. The following information will be provided to the Board on a regular basis (generally at scheduled Board meetings):

- a. total assets within the investment portfolio,
- b. specific holdings within the investment portfolio,
- c. effective rate of return on the investment portfolio,
- d. evaluation of portfolio performance, and
- e. bank reconciliations and cheque logs.

GFOA Alberta's Cash Management / Investment Policy shall be reviewed annually by the Board, who will approve any changes, as required.

GFOA Alberta – Policy Manual

Policy Type: Financial	Number: 3.3.2
Policy Name: Purchasing Policy	Original Effective Date: May 6, 2020 Date of Last Amendment:

Policy

The purpose of this policy is to provide guidance to the Board of Directors (Board) and Administration with respect to purchasing functions to achieve the best value for the Association through purchasing processes that are open, fair and transparent, as well as to make certain the following purchasing criteria are met:

- Compliance with all applicable laws, regulations, bylaws, policies, directives and trade agreements,
- Establish efficient procedures for the purchase of goods and services,
- Secure supplies, services and equipment at the lowest possible cost corresponding with level of quality needed,
- Exercise positive financial control over purchase,
- Clearly define authority and responsibility for the purchasing function, and
- Ensure the quality of purchases.

Guidelines/Procedures

1. Purchasing Guidelines

- 1.1 The purchase of materials, supplies, services and equipment shall be made in accordance with this policy.
- 1.2 As long as expenditures do not exceed the budget, Board review of Cheque Logs is not necessary; however, it is the Treasurer's responsibility to report to the Board the financial affairs of GFOA Alberta in relation to quality of services being performed.
- 1.3 The Executive Director has the authority to make unplanned expenditures for emergencies up to 2500. Administration will be responsible to informing the board of any unplanned, emergent expenditures made.
- 1.4 For the purpose of implementing this policy, the following positions are responsible for purchasing as listed below:

Executive Administrator

- responsible and accountable for the general operational requirements of GFOA Alberta, within the approved budget.

Executive Director

- responsible and accountable for overseeing general operational purchases, including that of GFOA Alberta Task Forces.

Treasurer

- to ensure compliance of all procurement policies, applicable laws, trade agreements and regulations,
- to validate purchases and monitor all expenditures to ensure that commitments do not exceed annually approved budget,
- to support the promotion of sound procurement practice, and
- to report on Budget Overruns to the Board, as required.

President

- to monitor the guidelines, procedures and internal controls established and ensure compliance with this policy.

Board of Directors

- to evaluate the overall budget of GFOA Alberta, and
- to approve emergency/unplanned expenditures as per this policy, while collectively assessing the impact to the bottom line of the budget and weigh priorities.

2. **Non-Competitive and Competitive Processes**

Contractual agreements may be made with the Executive Director's approval, as long as the following conditions are considered:

- a. The purchase is part of GFOA Alberta's regular daily business needs,
- b. The purchase fits within the approved annual budget,
- c. The purchase does not override an existing product or service Contract Agreement, and

All contracts will be included within the Executive Director's report.

Supplies, equipment, and services must be acquired through a competitive process that ensures the best value for the funds expended to meet the specific needs and promote fair dealings and equitable relationships.

Appropriate terms, conditions, parameters, waiver options and approval requirements necessary must be established and documented. All requirements must be clearly articulated throughout a tendering process to ensure an open and transparent competition.

3. Single/Sole Sourcing

Single and sole sourcing shall be used only in narrowly defined circumstances, such as:

- emergencies,
- to ensure compatibility with existing products, to protect exclusive rights such as copyright, patents or exclusive licences, or to maintain specialized equipment that must be maintained by the manufacturer or its representative,
- where there is no response to a call for tenders,
- where the supply of goods or services is controlled by a supplier that is a statutory monopoly,
- for research and professional development, and
- to maintain validity of warranties/guarantees.

4. Conflict of Interest

A “Conflict of Interest” exists where the decisions made, and/or the actions taken by the Board or Administration in the exercise of their duties could be affected by:

- personal, financial or business interests, or
- the personal, financial or business interests of relatives, friends or associates.

It is important to avoid not only real conflicts of interest but also being placed in a position that could give the appearance of being harmful to the Association’s interest.

GFOA Alberta – Policy Manual

Policy Type: Financial	Number: 3.3.4
Policy Name: Financial Review & Internal Controls	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>Financial Review:</p> <ul style="list-style-type: none"> • Administration is responsible for the preparation and fair presentation of the financial statements. • An annual review engagement will be conducted for the fiscal year; • The review will be conducted by a recognized accounting firm and appointed at a Board meeting. • The Board of Directors (Board) will have an opportunity to request any specific areas of concern for an independent accounting firm to review in more depth • The results will be reviewed at a Board meeting prior to the acceptance of the financial statements • The review will be completed within 3 months of the year end and will be presented at the Annual General Meeting by the Treasurer to be reviewed by the membership. <p>Internal Controls:</p> <ul style="list-style-type: none"> • Internal controls are the responsibility of Administration. • The controls will include appropriate segregation of duties, expense and spending thresholds, cheque writing and spending authorization. • Internal controls - Administration should establish control procedures, and ensure they are documented and followed. All aspects of cash receipting and accounts receivables should be subject to proper internal controls including: <ul style="list-style-type: none"> ○ Segregation of duties such as initiation and authorization of transactions, execution of transactions (receipting and disbursement), recording transactions, reconciliation, and maintaining custody, ○ Processing and timely deposit of receipts, ○ Timely reconciliation to applicable ledgers, ○ Physical security procedures. This is especially important for funds not deposited day of receipt, and ○ Use of integrated receipt and accounting systems. 	

GFOA Alberta – Policy Manual

Policy Type: Financial	Number: 3.3.5
Policy Name: Revenues	Original Effective Date: May 6, 2020 Date of Last Amendment:

This revenue policy further defines the revenues of the Association in terms of Professional Development revenue, Investment revenue, Fundraising, Grants, Sponsorships and Membership Fees. The Board of Directors (Board) will confirm at budget time what the expected revenue sources will be for the upcoming year. Revenues will be segregated in the financial statements to reflect their source. (ie. Sponsorship will have its own line item in the revenue section).

Professional Development revenue - include all revenue for programs that GFOA Alberta develops and any revenues that GFOA Alberta receives as a result of partnerships. Partnership revenues will be defined in the partnership agreements prior to their execution.

Investment revenue - are the proceeds from current bank investments as well as the revenue received as a result of proceeds from partner shared investments. For further definition and details on the execution, the partnership agreement will be the source.

Fundraising – participation in raising of funds for the Association as a result of an intended event or program. All fundraising activities will be ethical and fit within the GFOA Alberta mandate and vision of the Association. All donations or sponsorships will be used for the purposes for which they are given. If necessary due to program or organizational changes, alternative uses will be discussed where possible.

Grants – are funds received from a funding body. The funders may provide spending requirements and the Association will stay within that mandate. Grant applications must be approved by the Board prior to accepting funds to maintain the organizational intent and to authorize the grant terms.

Sponsorship/Partnership - defined as a mutually beneficial exchange, whereby a sponsor receives a benefit in return for providing cash and/or products or services to GFOA Alberta. The following principals shall be followed:

- a. GFOA Alberta will consider forming mutually beneficial relationships with other organizations that advance the Association's vision of inspiring quality leadership and professional financial management of municipal governments and is seen as the preeminent leader in municipal financial strategies, policies and practices.
- b. Unless otherwise specified, surpluses gained from sponsorships will be used to fund the general operations of the Association.

Annual Sponsorship Package

1. On an annual basis, the Annual Sponsorship Package (sample attached), as amended from time to time, will be sent to past and potential new sponsors.
2. In soliciting, evaluating, and/or endorsement for sponsorship, partnership, or other proposals from organizations, the following guidelines will be followed:
 - a. Sponsorship agreements will not in any way imply that GFOA Alberta has endorsed products or services,
 - b. Executive Director approval will be required for all sponsorships,
 - c. The membership list must protect the rights of the members and will not be distributed for promotional or marketing purposes.

Membership Fees– The membership fee structure of GFOA Alberta is established with a number of objectives in mind.

1. Fees should encourage finance professionals from all sizes of local governments to join and remain as Members.
2. The fee structure should encourage maximizing membership.
3. Fees will ensure priority access to GFOA Alberta Conferences and Professional Development.
4. Fees should be favourably compared to other competing associations.
5. Growth in membership - The fee structure should encourage added memberships in existing municipalities and foster new memberships.
6. Equitable fees between municipalities - The fees should be based on size of municipality and ability to pay, which is congruent with the international fee structure.

GFOA Alberta – Policy Manual

Policy Type: Stakeholder Relations	Number: 4.4.1
Policy Name: GFOA Alberta Relations	Original Effective Date: May 6, 2020 Date of Last Amendment:
<p>GFOA Alberta’s commitment to actively build and maintain long-term relationships with stakeholders is based on two fundamental guiding principles – communication and trust.</p> <p>These two principles shape the development of GFOA Alberta’s stakeholder relations philosophy, which include:</p> <ul style="list-style-type: none"> • Encouraging stakeholder participation in the decision-making process • Providing timely information • Open, honest communication • Listening to stakeholder concerns • Respecting diverse opinions • Seeking mutually beneficial solutions • Learning from each other (i.e. like-minded associations) <p>GFOA Alberta’s trust-based approach to stakeholder relations provides continued support for our current operations and the opportunity to grow GFOA Alberta. Earning the trust and support of stakeholders is fundamental to meeting this responsibility.</p> <p>Defining our stakeholders</p> <p>GFOA Alberta thinks of stakeholders as any group or individual who can affect, or who can be affected by, our operations. They include – but are not limited to:</p> <ul style="list-style-type: none"> • Administration • Municipalities –Cities, Counties, Municipal Districts, Towns, Villages and Summer Villages • Governments – (i.e. Municipal Affairs, etc.) • Governmental Associations (i.e. ACFA, RMA, AUMA, CPA, GFOABC, MFOA, GFOA of the USA and CANADA, IAMA, CAGFO, etc.) • Corporate partnerships <p>GFOA Alberta’s stakeholder engagement success is dependent on how effectively GFOA Alberta can maintain positive, productive relationships with all GFOA Alberta stakeholders.</p>	

GFOA Alberta – Policy Manual

Policy Type:
Risk Assessment

Number: 5.1

Policy Name:
Risk Assessment Policy

Original Effective Date: May 6, 2020

Date of Last Amendment:

Introduction

The purpose of risk assessment document is to identify and eliminate any associated risks arising from current GFOA activities, while enabling informed decisions to be taken.

Risk assessments do not have to be complicated; the level of detail contained in them should be relevant to the level of the risks involved with the activity. In many cases a risk assessment will lead to the clarification and documenting of local protocols and procedures that are often already in place.

An example of the risk assessment was completed by the GFOA Board of Directors who met in-person in October 2019, to discuss the organization's current exposure to risk.

GFOA Alberta Risk Assessment

Total risk assessed according to two factors:

- Potential impact to the organization
- Likelihood of occurrence

The following risk categories were identified by the board and subsequently ranked based on the factors noted above.

Category	Low Risk	Moderate Risk	High Risk
Governance	X		
External		X	
Operational		X	
Finance			X

A Risk Mitigation Policy has been developed by the Board Policy Sub-Committee as an approach to addressing each risk category noted as Medium (9-16) or High (17-25). The board recognizes that that the general Governance and Operational Policies and bylaws of GFOA Alberta are sufficient to address any risk category assessed as Low (1-8).

Level of Risk

Risk Category		Risk Level
Governance	Misdirection of Organization	4
	Board engagement	4
	Speaking as one voice	3
External	Maintaining reputation	15
	Change in Government (Federal, Provincial & Municipal)	15
	Other associations	12
Operational	Records management and information technology	20
	Volunteer engagement	16
	Sufficient staff levels	9
	Membership retention and participation	12
Financial	Financial sustainability and revenue streams	20

Risk assessments can also assist in the identification of requirements for, and levels of, instruction, information, training and supervision that may be required for the activity.

Responsibilities

The following posts have responsibilities:

Operational Staff:

- Assisting with and participating in the process of risk assessment.

Executive Director and Board of Directors:

- Undertaking risk assessments, identifying and implementing control measures, effectively communicating the outcomes to employees and others as appropriate

Risk Evaluation and Estimation

Once hazards associated with activities have been identified, it becomes necessary to establish what the potential hazardous outcomes or events could be associated with the hazard.

When identifying who could be harmed, identify how they could be harmed.

The next stage is to examine **the likelihood** of a hazardous event occurring. Infrequently occurring hazards, present less risk than frequently occurring hazards.

Once likelihood has been determined the probable **Impact** of the hazardous event, should be considered. Impacts can be considered in terms of severity of potential injury (is it probable that a person would die or sustain minor injuries) but the impact also can be considered in broader terms, including reputational Impact.

For the purposes of illustration, a five-point model is suggested below:

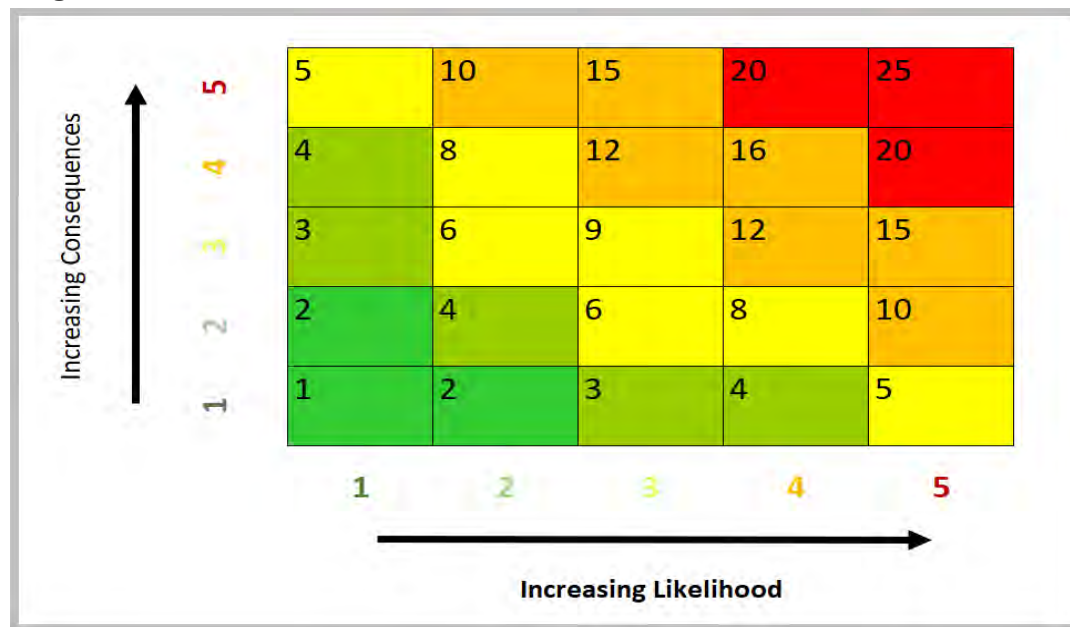
Table 1

Likelihood	Impacts
5-Very Likely	5-Major Impact
4-Likely	4-Significant Impact
3-Fairly Likely	3-Moderate Impact
2-Unlikely	2-Minor Impact
1-Very Unlikely	1-Insignificant Impact

This risk estimation process helps to determine the significance of the risks associated with the hazards. The number of people who may be affected by a hazard is a relevant consideration during risk estimation.

The matrix in Figure 1 illustrates how risks can be evaluated using the five-point model.

Figure 1



Risk assessment is the overall judgement of the level of risk arising from the threat, based upon the **likelihood** of the threat occurring and the potential severity of the account existing risk control measures that are already established to be placed to reduce/control the risk. Using the risk matrix as a guide, the level of risk should be assessed to identify the **risk rating**.

Table 2, gives further guidance on the interpretation of the categories described in **Table 1**

Likelihood	Description
Very Likely	Expected to occur in most circumstances.
Likely	Will probably occur in most circumstances.
Possible	Might occur at some time.
Unlikely	Not expected but conceivable, could occur sometime.
Very Unlikely	Not expected and would only occur in exceptional circumstances.

Once the matrix has been used to determine the risk rating, it is then possible to use **Table 3** below to establish the appropriate actions required:

Table 3

Risk Rating	Descriptor	Acceptable?	Actions
17 - 25	Major	Unacceptable	Work should not be started or continued until the risk has been reduced. Additional risk control measures required.
10-16	Significant	Likely to be Unacceptable	Often high risks can be reduced by improving controls. High risks may be acceptable in situations where consequences are potentially high but the likelihood of incidence has been reduced significantly.
5 - 9	Moderate	Could be Acceptable	Medium level risks may be acceptable
3 - 4	Minor	Likely to be Acceptable	Low risks are acceptable unless there are low cost solutions which removes the risk and improves the working environment.
1 - 2	Insignificant		

All risks associated with activities will now be identified and systematically assessed.

Risk Control

Suitable and sufficient risk control measures will be identified and implemented to ensure that all risks are appropriately controlled and meet legal requirements as a minimum. All risk control measures will follow the hierarchy of risk control stated in this procedure.

Risk control measures are methods used which reduce/control risks arising.

Control measures must take into account any relevant legal requirements which establish the minimum levels of risk control. Where additional control measures are required to reduce the risk, they should be considered according to the order in the following hierarchy of risk control which, as well as being in order of effectiveness to control risks, is also in order of the minimum amount of operational effort required to maintain them.

Table 4

Hierarchy of risk control	
Eliminate the risk	Avoid the risk altogether by no longer undertaking the activity
Substitute the risk	Reduce the risk by replacing the activity with one which entails lower risk
Control the risk	Control the risk
Control the risk (Procedural)	Control the risk by procedural methods which are understood and effectively implemented

When considering additional control measures, it should be ensured that they will not introduce any new hazards.

When the control measures have been identified and agreed they must be prioritized, placed into an action plan and implemented. The action plan needs to be clear about exactly what needs to be done, when and by whom with **SMART** objectives (Specific, Measurable, Achievable, Realistic and Timed). Where full implementation of the control measures identified cannot be achieved rapidly adequate steps may need to be taken in the interim to minimize the risk.

The implementation of the action plan must be monitored and subsequently reviewed to ensure that the remedial actions identified have been, and continue to be, adequate, appropriate and implemented.

Communication

Relevant information identified in the risk assessment regarding the hazards, must be effectively communicated, and be readily accessible to, employees and others as appropriate.

The Executive Director and Board need to ensure that the findings of the risk assessments and the precautions to be taken are effectively communicated to, understood and implemented by those persons covered in the assessment.

Monitoring and Review

The risk assessment and control process are not a one-off activity but part of the process for continuous improvement and should be reviewed and revised as appropriate.

Risk assessments must be reviewed

- if there has been a significant change in the matters to which it relates
- if there is reason to suspect that it is no longer valid
- at least annually

Review of Policy

This policy will be reviewed on a yearly basis or at an earlier date if changes are required due to risk assessment review or changes in government advice.