



## PROGRAM & BUSINESS PARTNER POLICIES

Board Approved on: TBA

### **PROGRAM PARTNER**

Children First/Communities In Schools (CF/CIS) of Buncombe's reputation for integrity, credibility, social responsibility and accountability is its strongest asset. It is important for CF/CIS of Buncombe to have clear policies and procedures in place to ensure that the relationships and agreements entered into and contributions accepted are ethical and promote our mission.

#### **Criteria**

When considering a proposed relationship with a Program Partner, CF/CIS of Buncombe will use the "Partnership Decision Tree" to evaluate the efficient use of the proposed program partner to meet student needs. Once it is determined that an alignment with a program partner is conducive to the ABC + P framework and/or is in alignment with CF/CIS of Buncombe's strategic direction, further consideration in evaluating the proposed partnership will be taken.

These considerations include:

1. Does the proposed program and/or the proposed relationship promote the mission and values of our organization?
2. Will the relationship promote or enhance specific program goals in our current Annual Plan or Strategic Direction.
3. Will the relationship maintain our organization's reputation for objectivity, independence, integrity, credibility, social responsibility and accountability?

Answering these questions involves considering the reputation of the proposed partner, the partner's goals, the subject area of the relationship, the partner's role, and the potential positive and negative consequences of the relationship. It is also useful to assess the organization's evaluation process to ensure that the right questions will be asked and answered before commitments are made. The CF/CIS of Buncombe Executive Director and Agency Directors will submit any nominations for program partners to the Leadership Team. Program partners will be voted on and approved by the CF/CIS of Buncombe Leadership Team.

### **BUSINESS PARTNER**

Strong business-community partnerships can have a tremendous impact on the economic and social quality of a community. As with any partnership, CF/CIS of Buncombe will need to ensure due diligence to determine if the potential business partner's needs and capabilities are compatible with

CF/CIS of Buncombe's capacity. Strong business partners can be found in businesses of any size, type, or organizational structure.

### **Criteria**

When considering a proposed relationship with a Business Partner, CF/CIS of Buncombe will begin by investigating how (and if) the proposed businesses' values, capabilities, and levels of conviction align with your own. Many businesses have well-articulated commitments to good corporate citizenship. This may be done through interviews and a review of the websites and financial statements provided by numerous online business research databases.

1. Is the business in good financial health?
2. Is the business representative of a sector that is expanding or contracting?
3. Does the business have core needs that a partnership with CF/CIS will address?
4. Does the business have a mission and values that are in line with CF/CIS?
5. Is the firm's business line (the way they make money) in conflict with the mission of my organization?
6. What is the businesses' past hiring history with CF/CIS of Buncombe's target population and are there any obstacles that are insurmountable?
7. Does the business have credibility on workforce issues?
8. Are there any past or current business challenges driving the interest in partnership?

Answering these questions involves considering the reputation of the proposed partner, the partner's goals, the subject area of the relationship, the partner's role, and the potential positive and negative consequences of the relationship. It is also useful to assess the organization's evaluation process to ensure that the right questions will be asked and answered before commitments are made. The CF/CIS of Buncombe's Executive Director will submit any nominations for Business Partners to Resource Development Committee for vetting. The Resource Development Committee will then submit proposed partners to the CF/CIS of Buncombe Executive Committee. Proposed partners will be voted on and approved by the Executive Committee.

The Executive Committee will take the following questions about the nature of a potential partner into consideration:

1. Does the proposed relationship raise special conflict of interest concerns? Such conflicts occur, for example, when corporations involved in a potentially harmful activity seek to influence research, publicity or educational programs about its products or services.
2. Is the proposed partner one with which we would be proud to be publicly associated?
3. Does the proposed partner share our mission and values?
4. Can we stand behind the products, services and positions taken by the partner?
5. Are the proposed partner's ethical and scientific standards and business practices consistent with ours?
6. In the case of funding from a disreputable or unethical source, would we reject the gift if it were a smaller amount? If so, we should reject a larger gift as well, or acknowledge the price we have placed on our organization's integrity.

7. Where a proposed partner has undertaken harmful or unethical activities in the past, and claims to be reformed, have we independently confirmed that it has genuinely reformed and is no longer involved in harmful activities?
8. How will this relationship affect other relationships of value to us? Will it affect our image, reputation, credibility, ability to raise funds or other important assets?
9. Is the proposed partner the subject of a boycott or other campaign by environmental, human rights, public health, consumer or other groups? Would our partnership harm an organized effort to sanction or change the behavior of our proposed partner? If so, CF/CIS of Buncombe should independently investigate the reasons why our proposed partner is in this position before proceeding, and carefully consider the potential harm our partnership could do to the campaign or boycott. CF/CIS of Buncombe will also consider how our decision to partner with a controversial entity might affect our organization's reputation, morale and public image.
10. Is our independence, objectivity and credibility fully protected, in fact and in public appearance?

### **Partner Orientation**

A representative from all partner agencies will participate in a one hour orientation with the appropriate Agency Director (Advocacy, Community Supports or Resource Development) and/or Executive Director. The training can be facilitated as a group or on an individual basis. Program Partners with representatives who will work directly with students will participate in a CF/CIS of Buncombe Volunteer Orientation.

This orientation includes an Overview of CF/CIS of Buncombe's Strategic Deck Including:

- CF/CIS of Buncombe Vision & Mission
- CIS Five Basics with emphasis on the Basic the partner agencies help address
- CIS History of National and CISNC
- CF/CIS of Buncombe Program Overview
- Discussion of expectations from all partners
- Issuance and signing of the Partnership Agreement
- Issuance and signing of Confidentially Agreement

### **Partnership Agreement**

Setting expectations, goals, and reasonable timeframes early on in the partnership gives both sides of the relationship guideposts for evaluating the partnership. CF/CIS of Buncombe and its Program Delivery Partners will sign a memorandum of understanding that will include:

- A description of the goals of the partnership
- Duration of agreement
- Measurable targets and deliverables (will be captured on the Partner Status list)
- Clearly established roles, responsibilities, timing, and deadlines
- Confidentiality Agreement for partners that work directly with students and/or student data
- Insurance coverage
- Data sharing agreement
- Background and Screening requirements
- Indemnification

### **The Monitoring & Evaluation Process**

CF/CIS of Buncombe's Leadership Team and program staff at the schools and community centers will monitor the program partner's contributions to ensure alignment with signed partner agreement. Program staff will complete a partner monitoring and/or evaluation form. The Agency Directors will keep a record of the Partner Status Grid which records the partner's measurable objectives as specified in the partnership agreement.

Program Partner relationships are viewed on an annual basis and will be conducted by the Agency Directors. Recommendations for partnership renewal will go to the CF/CIS of Buncombe Executive Director for approval. The review will consider the following:

- Evaluation of outcomes tied back to the goals of the CF/CIS of Buncombe Annual Operating Plan
- Evaluation of Program Partners' adherence to the Partnership Agreement
- Implications of renewal of the partnership
- Implications of nonrenewal of the partnership

Last Updated November 1, 2018