

Board of Directors Orientation

Columbia Gorge Fruit Growers

Board of Directors Orientation

Columbia Gorge Fruit Growers

Dear Board Member,

Welcome! Thank you for volunteering to serve on the Board of Directors for Columbia Gorge Fruit Growers. Our organization represents the needs and priorities of tree fruit growers in the Mid-Columbia region.

Included in this packet is information about our organization, your role and responsibility as a board member, board meeting schedules, association policies, committees, and the evaluations we conduct to facilitate communication and goal-setting.

In the event that you are unable to attend a board meeting, please notify the Executive Director as soon as possible.

Please review the material prior to your first meeting; if you have additional questions, contact Mike Doke. We look forward to your participation as a member of the Board of Directors!

Mike Doke
Executive Director

Columbia Gorge Fruit Growers

Physical Address: 2835 Van Horn Dr
Hood River, OR 97031

Mailing Address: PO Box 168
Odell, OR 97044

Phone: (541) 387-4769 (office)
(541) 399-3680 (cell)

Email: cgfg2@hrecn.net

TABLE OF CONTENTS

	Section	Includes
1	Overview	<ul style="list-style-type: none"> • History & Mission • Staff • Programs & Services
2	Bylaws	<ul style="list-style-type: none"> • Bylaws • Bylaw Amendments
3	Board Member Roles & Responsibilities	<ul style="list-style-type: none"> • Current Board of Directors • Board Member Responsibilities • Board Officers
4	Funding & Budget	<ul style="list-style-type: none"> • Grower Assessments
5	Board Meetings	<ul style="list-style-type: none"> • Board Meetings <ul style="list-style-type: none"> ○ Agenda ○ Meeting Schedule and Location • Meeting Minutes <ul style="list-style-type: none"> ○ Minutes from previous 3 meetings
6	Policies	<ul style="list-style-type: none"> • Planning Template • Copies of all CGFG policies to date
7	Committees	<ul style="list-style-type: none"> • Committee Summaries <ul style="list-style-type: none"> ○ Budget Committee ○ Research Committee ○ Scholarship Committee
8	Evaluations	<ul style="list-style-type: none"> • Executive Director Evaluation • Board of Directors Self-Evaluation

1. CGFG OVERVIEW

HISTORY

In 1943, the Hood River Traffic Association was organized to formulate and enforce policies for the producing, handling, selling and shipping of fruit and farm products grown in the Mid-Columbia District. The source of revenue was assessments from the members of the corporation based on the amount of fruit grown and handled within the district.

In 1985, the association took a new direction to reflect the concern and interest expressed by members. Trustees decided that the Grower-Shippers association shall take a more aggressive and involved role in the Mid-Columbia fruit industry, changing from its low-key, react-when-pressured position to a more visible, take-charge position. To implement this new direction, assessments were increased from 36 cents per ton to 64 cents per ton. It was decided to increase activity in the following areas:

- Communications with Membership
- Tree Fruit Research
- Regional Enhancement of the Mid-Columbia Fruit Industry
- Legislative Activities
- Cooperation with Other Fruit Commodity Groups
- Educational Programs

In 2008, the Hood River Grower-Shipper Association and the Wasco County Fruit and Produce League agreed to merge the two organizations, leading to the creation of Columbia Gorge Fruit Growers Association.

CGFG is a nonprofit 501(c)(5) organization that represents tree fruit growers and shippers in Hood River, Wasco and Sherman counties in Oregon; and Klickitat and Skamania counties in Washington.

MISSION

The purposes of CGFG shall be to encourage and promote:

- The best interest of its members and of the fruit industry.
- The continued consumption of the products grown in the area covered by CGFG.
- The legal and ethical exchange of information among its members.
- The formation and recommendation of sound practices, standards, regulations and legislation.
- High standards of business ethics and conduct.
- Research and education in production and marketing affecting the Columbia Gorge fruit industry.
- The best interest of the fruit industry through cooperative and joint effort to common ends with other industries and organizations.
- Compiling statistical data for the fruit industry.
- CGFG may engage in those financial transactions, including the acquisition and disposition of property, that shall further the purpose of the organization, but CGFG shall not operate for profit or financial gain.
- Any other lawful CGFG activities which shall be consistent with the public interest as well as in the interest of the fruit industry in the Columbia Gorge.

STAFF

There is only one paid staff member of CGFG: the Executive Director. The ED is a full-time position that directs all activities of the office and is directly responsible to the Board of Directors. The ED works and cooperates with a variety of people and organizations, including Association members, the legislative lobbyist retained by the Association, community groups, and other organizations both local and in the Northwest that have similar interest in the fruit industry. These groups include MCAREC/OSU Extension Service, Hood River Soil & Water Conservation District, Northwest Horticultural Society, etc.

Duties of the Executive Director include:

- Organize and attend Association membership and committee meetings, as well as other meetings as directed by Board of Directors.
- Communicate with and direct efforts of the lobbyist.
- Organize and secure membership participation in legislative and other hearings, community presentations, and other appropriate activities.
- Collaborate with Mid-Columbia Agricultural Research and Extension Center administrative and research staff.
- Facilitate agricultural industry media coverage.
- Support crop pest management programs.
- Write and administer grants.
- Organize educational meetings for growers and their employees, including First Aid/CPR training.
- Manage local Fresh Pear Committee and Processed Pear Committee elections for Pear Bureau, Washington Tree Fruit Association.
- Host annual shipper meeting.
- Develop Association's annual budget.
- Oversee the maintenance of the books and records of the Association, including invoicing.
- Ensure prompt payment of payroll and accounts payable.
- Ensure Association tax obligations are current.
- Ensure timely completion of annual tax reports.
- Oversee collection of crop assessments.
- Oversee collection and composition of statistical data, including weekly crop packout reports, bi-monthly export reports, annual 5-year average reports and annual fruit tonnage production.
- Oversee Association weather network operations and manage frost forecast program.
- Participate in community function to promote the Mid-Columbia fruit industry.
- Perform other duties as requested by the Board of Directors.

CGFG PROGRAMS & SERVICES

Although the programs and services CGFG provides to members can vary from year to year depending on the needs of the industry a, there are some consistent duties:

- Advocate for the fruit tree industry
- Communicate regulatory changes to members (OR-OSHA, BOLI, etc.)
- Facilitate agricultural industry media coverage
- Apply for funding opportunities (state funding, grants, etc.)
- Support agricultural research by funding research projects at MCAREC
- Work with legislative lobbyists, government agencies, and state/local legislators to represent the best interests of the fruit industry.
- Provide educational trainings for growers and agricultural employees (Worker Protection Standard, First Aid/CPR, etc.)
- Provide weather network and frost forecast services

2. CGFG BYLAWS

ARTICLE I – PURPOSES

SECTION 1: Columbia Gorge Fruit Growers (CGFG) shall be a non-profit 501(C)(5) Association organized under the laws of the State of Oregon. It shall conduct its business for the mutual benefit of its members and without profit to itself.

SECTION 2: The purposes of CGFG shall be to encourage and promote:

- The best interest of its members and of the fruit industry.
- The continued consumption of the products grown in the area covered by CGFG.
- The legal and ethical exchange of information among its members.
- The formation and recommendation of sound practices, standards, regulations and legislation.
- High standards of business ethics and conduct.
- Research and education in production and marketing affecting the Columbia Gorge fruit industry.
- The best interest of the fruit industry through cooperative and joint effort to common ends with other industries and organizations.
- Compiling statistical data for the fruit industry.
- CGFG may engage in those financial transactions, including the acquisition and disposition of property, that shall further the purpose of the organization, but CGFG shall not operate for profit or financial gain.
- Any other lawful CGFG activities which shall be consistent with the public interest as well as in the interest of the fruit industry in the Columbia Gorge.

ARTICLE II – MEMBERSHIP

SECTION 1: Each person, corporation, unincorporated association or a partnership commercially engaged in producing, selling, handling, or shipping fruit grower in the Columbia Gorge is qualified for membership in the Association.

SECTION 2: The “Columbia Gorge” as used in these bylaws, is defined to include Hood River, Wasco and Sherman Counties in Oregon; and Klickitat and Skamania Counties in Washington.

ARTICLE III – ASSESSMENTS

The operation fund of CGFG shall be derived from assessments.

- A. An assessment will be levied annually on each grower-producer member on the basis of that member’s annual tonnage of fruit produced. Such assessments shall be withheld from each member’s returns by that member’s shipper, handling or selling organization which makes a payment to the member for fruit so handled.
- B. The Budget Committee shall develop an annual budget/assessment schedule recommendation which shall be reviewed and finalized by the Board of Directors and then submitted to the membership for approval and adoption at the annual meeting.

ARTICLE IV – VOTING RIGHTS

Voting rights shall be as follows:

- A. Each member shall be entitled to one vote at all Association meetings and on all matters subject to membership vote.
- B. As a pre-condition to exercising its vote each member must be in current financial standing with the Association. The member’s shipper, handler or selling organization by withholding the assessment, shall also qualify as a voting member of the Association.

ARTICLE V – MANAGEMENT

(Board of Directors)

- SECTION 1:** The policy and direction for CGFG shall be provided by the Board of Directors, each of whom shall be a voting member of CGFG.
- SECTION 2:** The Board of Directors of CGFG shall consist of seven (7) persons, each serving three (3) year terms. Three (3) of the directors shall be from Hood River County; two (2) of the directors shall be from Wasco County; and two (2) directors may be from either Hood River, Wasco, Sherman, Klickitat or Skamania Counties.
- SECTION 3:** The Board of Directors Nominating Committee shall report the membership by mail sixty (60) days before the annual meeting of members, those nominated as Board members. Additional Board member nominations may be submitted by petition with five (5) signatures from members in good standing. Nominations close thirty (30) days before the annual meeting of members. Fifteen (15) days before the annual meeting of members, ballots will be mailed to the membership. Completed ballots will be accepted through the mail or in person at the Columbia Gorge Fruit Growers' office until 12:00 noon of the day of the annual meeting of members. A ballot box will be provided to hold the ballots. The ballot box will also be available for completed ballots on the date of the annual meeting of members at the annual meeting site from fifteen (15) minutes before the meeting is scheduled to begin to thirty (30) minutes after the meeting starts. At that time, the Board of Directors Nominating Committee shall open the ballot box and count the votes. The Chairman of the Nominating committee will give the results to the Board of Directors chair who shall announce the results at the annual meeting of members. Each board member so elected shall take office effective with the beginning of CGFG's next fiscal year for budget purposes which shall be on January 1 following the annual meeting. The annual meeting of members shall take place each December at a time and place designated by the Board of Directors.
- SECTION 4:** The Board of Directors of Hood River Grower-Shipper Association shall appoint three (3) members and the Board of Directors of Wasco County Fruit & Produce League shall appoint (2) members to form the Board of Directors for Columbia Gorge Fruit Growers to be effective January, 2008. This Board of Directors will then appoint the two (2) members-at large. The three (3) Hood River County members will decide which one (1) member's term will expire January 2009; which one (1) member's term will expire January 2010; which one (1) members term will expire January 2011. The Wasco County members will decide which one (1) member's term will expire January 2010; and which one (1) member's term will expire 2011. The at-large-members will decide which member's term will expire 2009 and which member's term will expire 2010.
- SECTION 5:** The Board of Directors shall establish policies and have the general management, control and direction of all CGFG business and affairs, and of all of its trusts and undertakings, to the fullest extent permitted by law.
- SECTION 6:** The following shall be not considered exclusive or as in any way limiting the general authority of the Board as specified in Section 5 of the Article:
- A. The Board of Directors shall have the authority to bind CGFG by contract or by any written instrument and to specify, in general or in particular instances, which officers or agents of CGFG shall execute such contracts or their written instruments on behalf of CGFG.
 - B. The Board of Directors, acting through officers and agents of CGFG shall have the authority to borrow money for any corporate purpose and to secure borrowings by the pledge or mortgage of any corporate assets to the extent permitted by law; to make all investments requiring a capital outlay; and to purchase,

rent, or otherwise dispose of, real and personal property or interest herein, as may be necessary or appropriate for the proper conduct of the affairs of CGFG.

- C. The Board of Directors shall satisfy itself that proper records are kept of all CGFG transactions, including a proper accounting system.
- D. The Board of Directors shall have authority to remove from office or discipline any officer or the manager of CGFG, provided that such person is afforded the opportunity for a fair and impartial hearing; and, provided further, that no such individual shall be removed or subjected to discipline except upon the affirmative vote of five (5) directors.

SECTION 7: Any vacancy on the Board of Directors occurring in the interval between annual meetings, shall be filled by the remaining Directors. The balance of the unexpired term shall be filled in the same manner as Article V, Section 3.

SECTION 8: The annual meeting of the Board of Directors shall be held each year at the location of and to coincide with the annual meeting of the members unless the Board shall decide otherwise. Other meetings of the Board of Directors may be held at any time upon the call of the Chairman or any four (4) Directors, or pursuant to the terms of a resolution adopted by the Board of Directors. Notice of date, time and location of Board meetings shall be mailed to each Director at least three (3) days before the date of the meeting.

SECTION 9: The majority (4) of the Board of Directors constitutes a quorum for the transaction of business, however, no corporation act shall be authorized by a unified vote of less than four (4) directors.

SECTION 10: Board members shall serve without compensation but may be reimbursed by CGFG for all reasonable expenses properly incurred in connection with performance of their duties as Board members.

ARTICLE VI – DECLARATION OF POLICY

SECTION 1: Responsibility for any declaration of CGFG policy, or endorsements or rejection of any matter on any subject of policy is reserved to the judgment and discretion of the Board of Directors. Committees or individual members are prohibited collectively or individually from committing CGFG in any way or in any manner, without prior approval by the Board of Directors except as specified in the approved CGFG budget.

ARTICLE VII – OFFICERS

SECTION 1: The elected officers of CGFG shall be a Chairman, Vice-Chairman, Secretary and Treasurer. The Board of Directors may appoint such other officers as it deems necessary or proper.

SECTION 2: The elected officers shall be elected by the Board of Directors from among its members at an organizing meeting of the Board of Directors to be held immediately after the annual meeting.

ARTICLE VIII – DUTIES OF OFFICERS

SECTION 1: The Chairman shall preside at all meetings of the Board of Directors, and the membership. The Chairman will have general charge of the business of CGFG; subject to approval of the Board, appoint members to various committees of CGFG establish by the Board; make an annual report to the membership regarding the activities of CGFG.

SECTION 2: It shall be the duty of the Vice-Chairman to act in the absence of the Chairman including presiding at Board of Directors' meetings, and to perform such other duties as the Board of Directors may designate.

SECTION 3: It shall be the duty of the Secretary to be in overall charge of the maintenance of the corporate records.

SECTION 4: It shall be the duty of the Treasurer to be in overall charge of the maintenance of the financial records.

ARTICLE IX – DUTIES OF MANAGER

SECTION 1: The Board of Directors shall engage a manager to administer the affairs of CGFG.

SECTION 2: The Manager shall be an ex-officio member of all standing and special committees. It shall be the duty of the Manager to keep all records of CGFG, register the names of all members, issue all notices required, collect all dues and assessments, and perform such other duties as may be required by him by the Board of Directors. The Manager shall give such bond as may be required by the Board of Directors; shall have charge of the headquarters office, and shall employ and supervise, with power to discharge, CGFG employees.

ARTICLE X – OPERATING METHODS

SECTION 1: Fiscal Year. The fiscal year of CGFG shall begin on the first day of January of each year and end on the last day of the following December.

SECTION 2: Non-Profit. CGFG shall operate on a service basis without profit to itself and for the mutual benefit of its members.

SECTION 3: Signatories. Checks drawn on CGFG bank accounts must be signed by any two (2) signatures of the Chairman, Vice-Chairman or Manager.

SECTION 4: Meetings

- A. CGFG shall hold an annual membership meeting during the month of December each year prior to the start of the fiscal year on January 1st. Other membership meetings shall be held throughout the year as needed.
- B. Roberts Rule of Order shall govern all proceedings of meetings of CGFG.

ARTICLE XI – BYLAW AMENDMENTS

SECTION 1: These bylaws may be amended by a two-thirds majority vote of all members present at a meeting where an amendment is scheduled for membership action. Bylaw amendments may be proposed at any membership meeting of CGFG but no membership action may be taken on such proposed amendment until the next scheduled membership meeting. The Chairman or Manager shall cause written notice of such proposed amendment to be circulated among the members at least ten (10) days prior to the date of the membership meeting at which the proposed amendment is to be voted on.

ARTICLE XII – COMMITTEES

SECTION 1:

- A. Standing committees of CGFG shall be: Nominating, Budget, Research, Legislative, IFP (Integrated Fruit Production), Frost, and Education.
- B. Special committees may be appointed by the Chairman as needed.

BYLAW AMENDMENTS:

<i>Date</i>	<i>Article</i>	<i>Section</i>	<i>Amendment</i>
December 2023	XII	A	<p>Original Bylaw Text: <i>Standing committees of CGFG shall be: Nominating, Budget, Research, Legislative, IFP (Integrated Fruit Production), Frost, and Education.</i></p> <p>Amendment: <i>Standing committees of CGFG shall be: Budget, Research, and Scholarship.</i></p> <p>Changes Made: The following committees shall be removed from the bylaws: Nominating, Legislative, IFP, Frost.</p> <p>The Education Committee shall be renamed the Scholarship Committee.</p>
December 2024	V	3	<p>The Board of Directors Nominating Committee shall report <u>to the association</u> by mail sixty (60) days before the annual meeting those nominated as Board members <u>by submitting a Nomination Report</u>. Additional Board member nominations may be submitted by petition with five (5) signatures from members in good standing. Nominations close thirty (30) days before the annual meeting of members. Fifteen (15) days before the annual meeting of members, ballots will be mailed to the membership. Completed ballots will be accepted through the mail or in person at the Columbia Gorge Fruit Growers' office, <u>or via online voting platform</u> until 12:00 noon of the day of the annual meeting of members. A ballot box will be provided to hold the ballots. The ballot box will also be available for completed ballots on the date of the annual meeting of members at the annual meeting site from fifteen (15) minutes before the meetings is scheduled to begin <u>to fifteen (15) minutes after the meeting starts</u>. At that time, the Board of Directors Nominating Committee shall open the ballot box and count the votes. The Chairman of the Nominating committee will give the results to the Board of Directors chair who shall announce the results at the annual meeting of members. Each board member so elected shall take office effective with the beginning of CGFG's next fiscal year for budget purposes which shall be on January 1 following the annual meeting. The annual meeting of members shall take place each December at a time and place designated by the Board of Directors.</p> <p><i>Note: Changes are underlined.</i></p>

3. BOARD MEMBER ROLES & RESPONSIBILITIES

CURRENT BOARD OF DIRECTORS (2025)

Hood River County:	Lesley Tamura (Chair)	2 nd Term Expires 12/2025
	Nic Laurance	1 st Term Expires 12/2026
	Stephen Hanners	1 st Term Expires 12/2026
Wasco County:	Ryan Bond	2 nd Term Expires 12/2025
	Nick Anderson	2 nd Term Expires 12/2027
At-Large:	Andrew Halliday (Vice-Chair)	1 st Term Expires 12/2025
	Adam McCarthy	1 st Term Expires 12/2027

BOARD POSITIONS

According to the bylaws:

- 3 of the directors shall be from Hood River County
- 2 of the directors shall be from Wasco County
- 2 directors shall serve “At Large”, from either Hood River, Wasco, Sherman, Klickitat, or Skamania Counties

BOARD TERMS

Each board member can serve three (3) consecutive 3-year terms. After serving three consecutive terms, board members must take at least one year off from the board before returning.

BOARD RESPONSIBILITIES

The board as a whole has the responsibility for governing the entire organization. The board is responsible for determining association policy.

Board members share responsibilities in these key areas:

Leadership/Human Resources:

- Recruit and orient new board members.
- Respond to member questions and concerns.
- Select, support and evaluate the Executive Director.
- Personnel policies, which include setting policy regarding salaries, benefits and grievance procedures.

Operations:

- Ensure that the organization’s administrative systems and board operations are legal and appropriate.
- Approve and monitor programs and services provided for members.

Strategic Planning:

- Set and review the organization’s mission and goals on an annual basis.
- Plan for the organization’s future, on a long-term and short-term basis.

Financial Management:

- Ensure strong fiduciary oversight and financial management.
- Oversee an ongoing process of budget development, approval, and review.

Community Relations:

- Enhance the organization’s public image and promote it to the general public.
- Promote cooperative action with other organizations.

INDIVIDUAL RESPONSIBILITIES

By joining the Board of Directors, you have a legal and ethical responsibility to ensure that CGFG does the best work possible in pursuit of its goals.

Board members accept responsibility for ALL of the following:

Participation:

- Prepare for, attend and actively participate in board meetings.
- Attend membership and committee meetings as needed.
- Participate in annual evaluation of Executive Director and self-evaluation of Board of Directors.
- Serve on at least one committee as part of your board role.
- Participate in the on-going tasks of the board.
- Act as an advocate for the organization to the outside public

Knowledge & Preparation:

- Know the mission, policies, programs, and needs as well as understand its collective purpose.
- Read and understand financial statements and board materials in advance of meetings.
- Complete assignments prior to meetings, as needed.
- Identify any potential conflict of interest in association matter and communicate them to the board and Executive Director; excuse yourself from discussions and votes where a conflict of interest exists (see Conflict of Interest policy).

BOARD OFFICERS

The Board of Directors consists of 7 members. Of those seven members, the following officers are elected each year in January:

Officer	Responsibilities
Board Chair	<ul style="list-style-type: none">• Provides leadership to the volunteer board in determining that the board meets all responsibilities.• Serves as chief spokesperson in all board matters.• Promotes agency activities aimed at achieving its goals.• Supervises the Executive Director, assuring that CGFG operations are conducted effectively.• Oversees the planning and goal-setting process for CGFG.• Ensures that personnel evaluations take place for board and staff, as well as program evaluations.• Works with Executive Director to provide guidance and leadership for association.• Works with Executive Director to create board meeting agenda each month.• Leads board meetings and board work sessions.• Serves as an ex-officio member of all committees and is free to attend meetings (but is not obligated).
Board Secretary/Vice-Chair	<ul style="list-style-type: none">• Secretary also serves as Vice-Chair (Vice-Chair is responsible for duties of Board Chair when Chairman/woman is not available).
Board Treasurer	<ul style="list-style-type: none">• Serves as financial oversight of Executive Director.• Serves on Budget Committee.• Receives CGFG bank statements (via mail) monthly for review of payment of accounts payable, funds received, Money Market accounts, etc.

4. FUNDING & BUDGET

FUNDING

The annual budget of CGFG is determined by assessing each grower-member a fee based on fruit tonnage processed through a commercial packing house. Fruit sold direct-to-consumers (at agritourism locations, for example) is not eligible for CGFG assessments.

Cherries: The assessment for cherries is \$4.00 per ton (beginning with the 2025 crop). This makes up approximately 1/3 of the total annual budget. Cherry assessments are typically collected in October for the current year's crop (2023 crop assessments are collected in October 2023).

Pears/Apples: The assessment for pears/apples is \$1.50 per ton (beginning with the 2025 crop). This makes up approximately 2/3 of the total annual budget, but only a very small amount comes from apple assessments – approximately 5% of assessments. Pear/apple assessments are collected in August/September the following year (2023 crop assessments are collected in August/September 2024). This is due to pools closing for the crop one year after the crop has been harvested.

The Executive Director finishes collecting assessments from packing houses in September and October, then develops a draft of the annual budget for the following year. The budget draft is discussed by the Budget Committee during early November, and the committee members propose changes to the budget. The draft is then presented to the Board of Directors at the November meeting and the membership at the annual meeting.

MONTHLY BUDGET

The Board of Directors receives an updated monthly budget prior to each board meeting to review money for each line item spent during the previous month.

See an example of the monthly budget format on the following pages.

ANNUAL BUDGET

The Budget Committee works with the Executive Director to review the proposed annual budget for the following year. Once the Budget Committee approves the proposed budget, it goes to the Board of Directors. The Board approves the budget in the November meeting, and it is also presented to members at the annual membership meeting for approval.

The Board receives the final budget for the previous fiscal year for approval in February (example: approve the final budget for 2024 in February 2025).

See the current annual budget and proposed budget for the following year on the following pages.

5. BOARD MEETINGS

Board members are expected to attend monthly board meetings and the annual membership meeting.

- Board meetings are held **the third Tuesday of each month at 3:00 PM**.
 - Meetings typically run 1.5 – 2 hours.
 - Board members can attend in-person or via an online meeting option.
 - If unable to attend a board meeting, please notify the Executive Director prior to meeting.
- The December meeting is the annual membership meeting (open to all members) and may occur on a different schedule.
- To conduct a board meeting, there must be a quorum (4 board members). A quorum is the minimum number of people needed to hold meetings or make decisions. Most often, a quorum is considered the majority of members within a group or organization.
- Meetings are governed by Robert's Rules of Order, requiring that board members make a motion ("I move to approve ____"), a different board member must second the motion, the board votes on the motion to pass, etc.
- Occasionally, the Board of Directors will meet between regularly scheduled meetings for urgent matters, work sessions, Executive Director evaluation discussions, etc.
- Agenda and accompanying materials are sent to board members via email the week prior to meetings. Board members should review materials prior to meeting.

MEETING AGENDA

The agenda is sent one week before the meeting for review.

There are items that occur at each meeting (including approval of previous meeting minutes, approval of previous month expenditures, and an update from our lobbying firm), along with other discussion items and association business that occurs as needed.

Month	Meeting Location	Agenda Items
January	Hood River Pine Grove Grange	<ul style="list-style-type: none">• Election of Board Officers<ul style="list-style-type: none">○ Verify that at least one board member is on each committee and that the Treasurer is on Budget Committee• Annual goal setting for the Board of Directors
February	Hood River Pine Grove Grange	<ul style="list-style-type: none">• Board receives final budget for previous fiscal year for review and approval• Policy Review: Political Involvement, Membership
March	Hood River Pine Grove Grange	<ul style="list-style-type: none">• Executive Director Annual Evaluation is distributed; board members complete it prior to April board meeting
April	Hood River Pine Grove Grange	<ul style="list-style-type: none">• Executive Director Annual Evaluation (during Executive Session)
May	The Dalles Casa El Mirador	<ul style="list-style-type: none">• Policy Review: Industry Defense Fund
June	The Dalles Casa El Mirador	
July	The Dalles Casa El Mirador	
August	Hood River Pine Grove Grange	<ul style="list-style-type: none">• CGFG Policy Review: Conflict of Interest, Whistleblower
September	Hood River Pine Grove Grange	<ul style="list-style-type: none">• Board of Directors Self-Evaluation is distributed; board members complete it prior to October board meeting
October	Hood River Pine Grove Grange	<ul style="list-style-type: none">• Board receives Research Committee recommendation• Board of Directors Self-Evaluation (during Executive Session)
November	Hood River Pine Grove Grange	<ul style="list-style-type: none">• Board receives proposed annual budget for next year• Summary of Board of Directors Self-Evaluation, signature of Chair and Secretary required• CGFG Policy Review:
December	A local restaurant or venue. Meetings alternate between Hood River and The Dalles.	<ul style="list-style-type: none">• Election of board members• Any proposed bylaw amendments are presented and voted on• Association announcements/discussion of current projects

MEETING MINUTES

The Executive Director takes notes of all topics discussed during monthly board meetings; after the meeting, the meeting minutes are emailed to board members for review.

See the following pages for meeting minutes from the previous three board meetings.

6. CGFG POLICIES

CGFG PLANNING TEMPLATE

It is important that CGFG has a process in place that guides us through how to create policies and plans from beginning to end. Not all agenda items will require this process, but any project plans or CGFG policies should use this process.

Taking the time to create a detailed plan with all stakeholders' involvement can be more complicated and take longer up front, but it ensures we are using all resources available to us, which leads to better results. It is critical that we complete the entire process to successfully put our plans into action.

1. Identify the Goal/Objective

We need to:

- Clearly define our goal or objective

2. Brainstorm/Discuss Ideas

We need to:

- Take notes on discussion to use later when drafting plan
- Discussion should include addressing the following questions:
 - Who else needs to be involved in this discussion? (Legislative advocate, partner organizations, CGFG members, etc.)
 - Are there any risks or constraints? How can we counter these?
 - What resources are available to use?
 - Does this require funding? If so, do we have funds available in the budget?
 - What is the timeline for completing this?

3. Make a Plan

We need to:

- Use notes from our brainstorming to draft a clear and thorough plan
- Our plan draft should include the following:
 - Notes from discussion to explain why decisions were made (for future reference)
 - Roles and responsibilities: Who will be responsible for each step?
 - Timeline and/or schedule (for each task and/or for completing the project, etc.)
 - Budget (if needed)
 - Resources (availability of resources from CGFG, partner organizations, etc. This can include funding, already established programs, etc.)

4. Revise the Plan

We need to:

- Delegate: Who will contact stakeholders to share draft?
- Gather feedback on the plan
 - Share draft with stakeholders, ask for input and any additional resources they can provide to assist us
- Set a timeline for continuing work
 - When will feedback from others be due?
 - When will we discuss feedback and continue working on this plan?
- Discuss feedback; update draft of plan to incorporate feedback

5. Execute the Plan

We need to:

- Approve plan: if needed, board votes to approve/reject final draft of plan
- Implement first steps of plan
 - Who will do this?
 - When will it happen?
- Regularly communicate with other stakeholders
- Monitor progress, check in at monthly board meetings to report progress made and next steps to take

6. Evaluate the Plan

We need to:

- Evaluate:
 - How were we successful?
 - What challenges did we face?
 - What could have (or should have) been done differently?
 - What changes can we make to our plan for the future?
- Ask other stakeholders to participate in evaluating the success and challenges we experienced

7. Review the Plan

We need to:

- Schedule a regular review of plan/policy that occurs at least annually (more often if necessary)
 - For simplicity, select a specific month for different policies to be reviewed annually; for example, Policy A will be reviewed March of each year, Policy B will be reviewed September of each year, etc. The Executive Director will include these topics on the agenda for that month every year. This allows for a regular schedule to be followed and still leaves time for other new business to be addressed.
 - Executive Director should maintain a calendar or schedule that shows which plans/policies are to be reviewed each month of the year.

Why is this step important?

It is not enough to create a plan or policy and then put it away, never to be seen again. For something to be sustainable, and for CGFG to follow the plans we enact long-term, it needs to be revisited on a regular schedule, and updated as circumstances change.

For an organization like CGFG that has board members rotating in and out, reviewing plans/policies at least annually is important; it provides all board members the opportunity to be aware that there is a plan, provide fresh input, and all future boards can decide to continue the plan as it is or make changes as needed. If they decide to update, they do not have to recreate anything, only make adjustments. This allows CGFG to be consistent, current, and creates less work going forward.

POLICIES

See all CGFG policies created to date in the following pages. All policies are reviewed annually and updated as needed (see Board Meeting chart in Section 5 for schedule of policy review).

7. COMMITTEES

CGFG currently has 3 committees: Budget, Research, and Scholarship.

- Each committee is made of volunteer members and includes at least one Board member.
- The Treasurer is required to be a member of the Budget committee.

Budget Committee

Columbia Gorge Fruit Growers

Objective

Committee members will review the annual budget and make a recommendation to CGFG Board of Directors to approve or reject budget.

Members

Treasurer of CGFG will be a member of the Budget Committee **

Deede Anderson
Bob Benton
Steve Bickford
Dane Klindt
Erick von Lubken
Jeff Heater **

Schedule

One annual meeting, held late October/early November.

Process & Responsibilities

CGFG Executive Director will finish collecting assessments from packing houses in September and October and create a draft of the annual budget for the following year.

Budget committee members will review the annual budget draft and propose changes if needed. Once the draft is complete, the committee will make a recommendation to the CGFG Board of Directors to approve or reject the annual budget as drafted prior to the November Board of Directors meeting.

Research Committee

Columbia Gorge Fruit Growers

Objective

Committee members will review and select research projects and make a recommendation to CGFG Board of Directors to approve or reject selections.

Members

Research Committee will include at least one member from the Board of Directors **

Andrew Halliday **

Tim Dahle

Scott Gray

Steve Hunt

Ed Ing

Brian Nakamura

Chad Wimmers

Budget

The annual budget for research fluctuates year-to-year based on crop assessments.

Pears fund approximately 2/3 of the annual budget (winter pear assessments fund a large portion of the annual budget, while summer pears fund a smaller portion). Sweet cherry assessments fund approximately 1/3 of the annual budget. Apple assessments fund a very small amount, approximately 5%.

Total cost of projects selected should not exceed budget allocation for research.

Schedule

February 28th

- Continuing or Final Reports for previous year's research projects due.
- Submit reports via email to CGFG Executive Director at: cgfg2@hrecn.net
- CGFG Executive Director shares continuing/final reports with Research Committee members to review before March meeting.

3rd Week of March

- CGFG Research Committee meets with MCAREC researchers.
- Meeting Agenda:
 - Continuing/Final Reports of Previously-Funded Research Projects
 - Researchers present short summary of last year's research project and progress/results (informal verbal presentation, 2-3 minutes).
 - CGFG Research Committee has opportunity for questions/discussion.
 - Priorities for Current Year
 - Discussion of CGFG Committee's research priorities
 - MCAREC researchers can discuss potential research ideas to gauge interest
 - Research Committee completes priority matrix for current year

1st Week of April

- MCAREC researchers receive Request for Proposal document (via email).

- RFP includes annual schedule, a priority matrix and proposal format instructions

September 15th

- Research proposals are due for submission. Submit via email to: cgfg2@hrecn.net

Last Week of September

- CGFG Research Committee meets to review and discuss project proposals, and finalize funding recommendation to the Board of Directors.
- Researchers that have applied for funding are invited to join the meeting to answer questions about their research projects.

3rd Weeks of October and November

- Board of Directors meets (third Tuesday of October) and receives Research Committee recommendation.
- Board of Directors meets (third Tuesday of November) to approve budget for following year with research funding included.

Process & Responsibilities

See schedule for more detailed process information.

Committee members will meet in March to discuss research priorities with MCAREC researchers. Committee will determine research priorities and record on the pear and cherry research matrix.

The Executive Director will update research matrices and include them in the Request for Proposal document that is sent to researchers during the first week of April.

Researchers will apply for funding by submitting research proposals in September.

Committee will review proposals and select research projects for funding; keeping within the general guidelines that one project will be focused on sweet cherry research each year while the rest are pear-focused. Committee will make a recommendation to the Board of Directors as to which projects should be funded.

The Board of Directors will approve or reject the research funding recommendation.

Scholarship Committee

Columbia Gorge Fruit Growers

Objective

Committee members will review student scholarship application materials and select scholarship recipient(s) annually.

Members

Scholarship Committee will include at least one member from the Board of Directors **

Deede Anderson
Lyle McAlexander
Lesley Tamura **

Budget

\$3500 total annual budget for scholarship awards

During years when assessments are low, CGFG Executive Director can propose cancelling or reducing scholarship funding to Budget Committee. If Budget Committee recommends temporarily reducing/cancelling scholarship and Board of Directors approves of the change, scholarship will not be available for the fiscal year.

Schedule

Scholarship scoring takes place from March 1 – March 31. Scholarship committee will attend at least one meeting, held mid-March to complete selection process and finalize recipients. Committee has until March 31st deadline to complete selection process and report recipients to school scholarship director.

Process & Responsibilities

If needed, CGFG Executive Director will compile scholarship application materials in hard copy and send to committee members once applications have been finalized. HRVHS Kaleidoscope program finalizes scholarship applications by March 5th of each year.

Committee members have approximately 2 weeks to review applications and individually score each application based on the CGFG scholarship scoring rubric.

Committee members will meet with the Executive Director to discuss applications and agree on recipient(s) based on the scoring rubric. Committee will determine the number of scholarship recipients and assign the amount of money awarded to each recipient.

The Executive Director will send notice to school(s) of scholarship recipients and award amounts and will prepare award letters for students detailing the amount awarded and how to claim the funds.

It is strongly encouraged that the Executive Director or a member of the scholarship committee attends high school scholarship events to publicly award scholarships. This is important for supporting CGFG's public image and community connections.

8. CGFG ANNUAL EVALUATIONS

EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Each year the Board of Directors conducts a performance evaluation for the Executive Director.

This evaluation is used to provide direction and feedback to the ED regarding strengths, areas for improvement, goals for the following year, and to review the compensation package.

The Executive Director evaluation will be distributed during the March board meeting each year. Board members will complete it before attending the April board meeting. A private meeting of board members only will be held prior to the April board meeting to discuss evaluation, and then the board will discuss results with the ED during an executive session of the April board meeting.

Chair will take notes during discussion and later write a summary to keep on file as a record of the evaluation.

See copy of evaluation on the following pages.

BOARD OF DIRECTORS SELF-EVALUTION

Each year the Board of Directors conducts a self-evaluation of our efficacy, conduct, working relationship with the Executive Director and performance of ourselves as individual board members.

This evaluation is used to recognize our strengths, identify areas for improvement, and prioritize our goals for the organization for the coming year.

Board evaluation will be distributed during the September board meeting each year. Board members will complete it prior to the October board meeting. An executive session meeting (board members and Executive Director only) will be held during the October board meeting. Board will discuss evaluation, identifying strengths and weaknesses and setting goals for the coming year. Chair or Secretary will take notes during this discussion and later write a summary to keep on file as a record of the evaluation.

See copy of evaluation on the following pages.

Executive Director Performance Evaluation

Columbia Gorge Fruit Growers Association

The performance of a nonprofit's Executive Director (ED) is critical to the organization fulfilling its mission. Because the person in this role directly influences the organization's success and financial health, evaluating the ED's performance is inevitably linked to evaluating CGFG's performance as a whole and is one of the board's central responsibilities.

Benefits of Evaluating the Director:

- The process ensures that the board is meeting its duty to effectively support the ED.
- The organizational goals are being met.
- There is a formal and documented evaluation process that meets standards of fairness and practicality.
- The ED values his/her role, feels fulfilled, and is therefore more likely to continue in the position with enthusiasm and effectiveness.
- There is a written record of the board's assessment of the ED's performance in case this record is needed for future verification (salary increases, probationary activities, dismissal, etc.)

To ensure the board of directors is setting clear expectations for performance and doing their due diligence on executive compensation, a formal review of performance will be conducted annually. This gives the Executive Director the opportunity to report on his/her progress toward goals, and invites each board member to reflect on the Executive Director's overall performance.

Directions:

1. The Executive Director evaluation will be completed annually by the current Board of Directors.
2. The evaluation will be distributed to the ED and board members at the March board meeting.
 - Complete evaluation prior to April board meeting.
3. Board meets to discuss evaluation prior to April board meeting
 - Discuss strengths and areas for improvement
 - Rather than compile an "average", it's important to report how many board members marked "strongly agree", "agree", "disagree", etc. Having all board members mark "fine" is quite different from half of them marking "strongly agree" while another half mark "strongly disagree".
 - Chair or Secretary will take notes during discussion for written summary
 - Discuss goals for the Executive Director for the coming year based on strengths, areas for improvement, etc.
 - Decide on follow-up tasks to ensure that the board will address any areas of concern
 - Review compensation package for Executive Director; discuss changes in pay/benefits, including possible Cost of Living Adjustment (COLA) increases. It may not be possible or necessary to change the compensation package annually, but it should be reviewed as part of the process.
4. During April board meeting, an executive session (board members and ED only) will be held to discuss evaluation and set goals for the coming year. This can take place at the end of the board meeting to allow for other members/visitors to attend the board meeting until executive session occurs.
5. Individual completed evaluations will be discarded. Chair will prepare written summary of board evaluation, including review of previous goals, strengths and areas for improvement identified, goals for the year based on evaluation results, and follow-up tasks to address areas of concern. This summary will be shared with board members for feedback and with ED, and then be finalized. Finalized summary will be filed (either hard copy or electronically) for future reference no later than the date of the May board meeting.

CGFG Executive Director Job Description

CGFG is a non-profit Association representing the interests of 440 pear, apple and cherry fruit growers and 20 shipper/packers in the five counties of Hood River, Sherman and Wasco in Oregon, and the counties of Klickitat and Skamania in Washington. Its purpose is to encourage and promote:

- The best interests of its members and the fruit industry;
- Legal and ethical exchange of information among its members;
- Formation and recommendation of sound practices, standards, regulations and legislation;
- High standards of business ethics and conduct;
- Research and education in production and marketing affecting the Mid-Columbia fruit industry;
- Best interest of the fruit industry through cooperative and joint effort to common ends with other industries and organizations;
- Compiling statistical data for the fruit industry;
- Any other lawful activities which shall be consistent with the public interest as well as in the interest in the fruit industry in the Mid-Columbia area.

POSITION DESCRIPTION

This is a full-time position in which the Executive Director will direct all activities of the office. The Executive Director is directly responsible to the CGFG Board of Directors. The Executive Director works and cooperates with a variety of people and organizations including Association members, the legislative lobbyist retained by the Association, community groups, and other organizations both local and in the Northwest that have similar interest in the fruit industry.

DUTIES

CGFG Programs:

- Support crop pest management programs.
- Oversee Association weather network operations and manage frost forecast program.

Manage Financial Responsibilities and Industry Statistics:

- Develop Association's annual budget.
- Oversee the maintenance of the books and records of the Association, including invoicing.
- Ensure prompt payment of payroll and accounts payable.
- Ensure Association tax obligations are current.
- Ensure timely completion of annual tax reports.
- Oversee collection of crop assessments.
- Oversee collection and composition of statistical data, including weekly crop packout reports, bi-monthly export reports, annual 5-year average reports and annual fruit tonnage production.
- Write and administer grants.

Work with Industry Partners:

- Communicate with and direct efforts of the lobbyist.
- Organize and secure membership participation in legislative and other hearings, community presentations, and other appropriate activities.
- Collaborate with Mid-Columbia Agricultural Research and Extension Center administrative and research staff.
- Host annual shipper meeting to discuss assessments and other updates on CGFG activities.
- Manage local Fresh Pear Committee and Processed Pear Committee elections for Pear Bureau, Washington Tree Fruit Association.

Act as Spokesperson for CGFG:

- Facilitate agricultural industry media coverage.
- Participate in community functions to promote the Mid-Columbia fruit industry.

Facilitate Membership Meetings and Events:

- Organize educational meetings for growers and their employees, including First Aid/CPR training.
- Organize and attend Association membership and committee meetings, as well as other meetings as directed by Board of Directors.

Other:

- Perform other duties as requested by the Board of Directors.

COMPENSATION

Current compensation for the Executive Director:

	Monthly	Annually
Salary (paid on 1 st and 16 th of month)	N/A	\$63,000.00
Health Insurance	\$800.00	\$9,600.00
Life Insurance	N/A	\$800.00
Retirement (7% of annual salary)	\$367.50	\$4410.00

Executive Director Name	
Review Period	

Section 1: Achievement of Goals from Last Review Period _____

	Description of Goal	Exceeded Expectations	Met Expectations	Needs Improvement
1.				
2.				

Comments:

Section 2: Quantitative Evaluation _____

Overall CGFG Performance		Strongly Disagree	Disagree	Maybe or Not Sure	Agree	Strongly Agree
<ul style="list-style-type: none"> Programs and services, communication with membership, and public relations 						
1.	ED ensures the planning process is effective and that CGFG's strategic direction is clear to all stakeholders.	1	2	3	4	5
2.	ED works with the board, staff and industry partners to develop strategies for achieving goals.	1	2	3	4	5
3.	ED evaluates how well CGFG goals have been met and identifies opportunities to address issues or opportunities to improve.	1	2	3	4	5
4.	ED communicates regularly with membership regarding programs, industry updates, and other necessary information in a timely manner.	1	2	3	4	5
5.	ED maintains open lines of communication and professional working relationships at all levels.	1	2	3	4	5
6.	ED interacts with others respectfully and professionally.	1	2	3	4	5
7.	ED shows appreciation for honest feedback without taking challenges personally.	1	2	3	4	5
8.	ED effectively manages time and priorities.	1	2	3	4	5
9.	ED serves as an effective spokesperson for CGFG, representing the organization well to its members, partner organizations, industry media, elected officials, and the general public.	1	2	3	4	5
10.	ED ensures CGFG has a presence at relevant industry events.	1	2	3	4	5
Total Points: _____ Rating: <input type="checkbox"/> Very Good (40+) <input type="checkbox"/> Good (33-39) <input type="checkbox"/> Satisfactory (25-32) <input type="checkbox"/> Poor (10-24)						

Industry Partnerships		Strongly Disagree	Disagree	Maybe or Not Sure	Agree	Strongly Agree
11.	ED proactively seeks out partnerships with other organizations to support CGFG goals and strengthen the organization.	1	2	3	4	5
12.	ED establishes and maintains positive working relationships and cooperative arrangements with organizations and individuals in the field.	1	2	3	4	5
13.	ED communicates with industry partners regularly to share CGFG activities and potential partnership opportunities.	1	2	3	4	5
14.	ED responds to partner needs in a timely manner.	1	2	3	4	5
15.	ED facilitates educational meetings for growers and their employees annually (or works with partner organizations to do so).	1	2	3	4	5
16.	ED manages local responsibilities for industry partnerships including Pear Bureau, Washington Tree Fruit Association and shippers.	1	2	3	4	5
Total Points: _____ Rating: <input type="checkbox"/> Very Good (28+) <input type="checkbox"/> Good (23-27) <input type="checkbox"/> Satisfactory (17-22) <input type="checkbox"/> Poor (7-16)						

Financial Management & Legal Compliance		Strongly Disagree	Disagree	Maybe or Not Sure	Agree	Strongly Agree
17.	ED ensures adequate oversight of all funds, including developing and maintaining sound financial practices.	1	2	3	4	5
18.	ED manages payroll, accounts payable, payroll taxes, annual tax reports, and crop assessments in a timely manner.	1	2	3	4	5
19.	ED ensures that all official records and documents are retained.	1	2	3	4	5
20.	ED ensures that all financial practices comply with state and federal laws.	1	2	3	4	5
21.	ED ensures CGFG operates within budget guidelines.	1	2	3	4	5
22.	ED works with the Budget Committee and Board of Directors to develop budget, monitor progress and initiate changes as appropriate.	1	2	3	4	5
23.	ED ensures compliance with relevant workplace and employment laws.	1	2	3	4	5
Total Points: _____ Rating: <input type="checkbox"/> Very Good (28+) <input type="checkbox"/> Good (23-27) <input type="checkbox"/> Satisfactory (17-22) <input type="checkbox"/> Poor (7-16)						

Relationship with Board of Directors		Strongly Disagree	Disagree	Maybe or Not Sure	Agree	Strongly Agree
24.	ED develops and maintains positive working relationships with Board members.	1	2	3	4	5
25.	ED appropriately provides both support and leadership to the Board.	1	2	3	4	5
26.	ED keeps Board members informed of important developments, issues, and the condition of CGFG.	1	2	3	4	5
27.	ED works with the Board to develop plans for achieving strategic goals.	1	2	3	4	5
28.	ED effectively implements policy as determined by the Board.	1	2	3	4	5
29.	ED provides Board members with clear background information prior to board meetings to help Directors understand and evaluate agenda items.	1	2	3	4	5
30.	ED provides financial statements that ensure important information is shared regarding the budget.	1	2	3	4	5
31.	ED provides Board members with accurate meeting minutes in a timely manner.	1	2	3	4	5
32.	ED sees that Board committees are appropriately supported.	1	2	3	4	5
Total Points: _____ Rating: <input type="checkbox"/> Very Good (36+) <input type="checkbox"/> Good (29-35) <input type="checkbox"/> Satisfactory (22-28) <input type="checkbox"/> Poor (9-21)						

Section 3: Qualitative Evaluation _____

1. What are the Executive Director's greatest strengths? (list at least one)
2. What are the Executive Director's areas for growth and improvement? (list at least one)
3. What goal(s) should the Executive Director focus on in the next year? (list at least one)

Section 4: Compensation Review _____

Should changes be made to compensation package? <ul style="list-style-type: none"> COLA increases, changes to salary or benefits Is the Executive Director requesting any changes to compensation?
--

Board of Directors Self-Evaluation

Columbia Gorge Fruit Growers Association

The role of the Board of Directors is to monitor and oversee the organization, and to ensure the Executive Director is following through on managing the board's policies and adequately performing general administration duties. Effective boards are those that regularly and candidly ask themselves: How can we do better?

Self-assessments are one method of measuring our own effectiveness and can help to identify the board's strengths, areas for improvement, and help with strategic planning and goal setting for the future. This evaluation is not an assessment of the organization as a whole, but rather focuses on the Board of Directors – its work, structure, and dynamics.

A self-evaluation of the Board of Directors provides the opportunity to:

- Examine the efficacy of the board
- Reflect on board members' individual and shared responsibilities
- Identify different perceptions and opinions among board members
- Clarify common objectives and goals
- Determine areas that need attention
- Demonstrate accountability as a serious organizational value
- Display credibility to funders and other external audiences
- Use the results as a springboard for board improvement

Directions:

6. This evaluation will be completed annually by the current Board of Directors.
7. The evaluation will be distributed at the September board meeting to all board members.
8. Board members will complete prior to meeting in October.
9. Executive Session meeting will be held at the time of October board meeting (board members and Executive Director only).
 - Board Chair leads discussion of evaluation
 - Review evaluation, focusing on specific areas that were rated high or low in each category to identify strengths and weaknesses.
 - Chair or Secretary will take notes during discussion for written summary.
 - Discuss goals for the following year based on strengths, areas for improvement, etc.
 - Decide on follow-up tasks to ensure that the board will address any areas of concern.
10. Individual completed evaluations will be discarded. Chair or Secretary will prepare written summary of board evaluation using summary template, including strengths and areas of concern identified, strategies/tasks to address areas of concern, and goals for the year based on evaluation results. This summary will be shared with board members for feedback at the November meeting and then be finalized. Finalized summary will be filed (either hard copy or electronically) for future reference.

Section 1: Achievement of Goals from Last Review Period

	Description of Goal	Exceeded Expectations	Met Expectations	Needs Improvement
1.				
2.				

Comments:

Section 2: Quantitative Evaluation

Efficacy & Conduct of the Board <i>How well has the board done its job?</i> <i>How well has the board conducted itself?</i>		Strongly Disagree	Disagree	Maybe or Not Sure	Agree	Strongly Agree
1.	The board sets clear goals and priorities each year, and those goals are reviewed regularly to monitor progress.	1	2	3	4	5
2.	CGFG policies, services and bylaws are documented, monitored and evaluated annually to ensure continuation and efficiency.	1	2	3	4	5
3.	The board has an annual calendar of meetings/events, including annual goal setting, evaluations, etc.	1	2	3	4	5
4.	The agenda of board meetings is well planned to facilitate necessary board business.	1	2	3	4	5
5.	The board receives relevant info from industry partners in a timely manner and uses it to inform decisions and goal-setting (SWCD, Dalton Ad., etc.)	1	2	3	4	5
6.	The board ensures that CGFG's accomplishments and challenges are communicated to members and stakeholders.	1	2	3	4	5
7.	The board has a system for receiving feedback from members regarding goals and priorities on a regular schedule.	1	2	3	4	5
8.	The board recruits and retains qualified individuals with relevant skills and experience as possible nominees for the board.	1	2	3	4	5
9.	The board has an orientation process for new board members.	1	2	3	4	5
10.	Board members are aware of what is expected of them and come to meetings prepared.	1	2	3	4	5
11.	All board members participate in important board discussions.	1	2	3	4	5
12.	The board does a good job of encouraging and dealing with different points of view.	1	2	3	4	5
13.	All board members publicly support decisions we make.	1	2	3	4	5

Total Points: _____ **Rating:** ☐ Very Good (52+) ☐ Good (43-51) ☐ Satisfactory (33-42) ☐ Poor (13-32)

Board Oversight of Staff & Finances		Strongly Disagree	Disagree	Maybe or Not Sure	Agree	Strongly Agree
<i>Does the board have a positive working relationship with the Executive Director?</i> <i>Does the board have necessary plans and documentation for staff positions?</i> <i>Does the board conduct appropriate oversight of financial matters?</i>						
14.	There is good two-way communication between the board and ED.	1	2	3	4	5
15.	Board goals, expectations and concerns are openly communicated with the ED regularly.	1	2	3	4	5
16.	The board provides necessary support to the ED to achieve goals and priorities, including setting/clarifying policies.	1	2	3	4	5
17.	The board has a formal process for evaluating the ED at least annually.	1	2	3	4	5
18.	CGFG has written job descriptions, compensation plans, and succession plans for staff positions and reviews these at least annually.	1	2	3	4	5
19.	The board receives and reviews documentation of financial records on a consistent schedule (budget, expenditures, etc.).	1	2	3	4	5
20.	The board examines the budget to ensure the projected expenses and income are comprehensive and realistic based on prior financial performance and general economic conditions.	1	2	3	4	5
21.	The board ensures CGFG has proper policies in place for financial oversight, including preventing error, fraud, and abuse.	1	2	3	4	5
22.	The board ensures that formal audits occur on a regular schedule.	1	2	3	4	5
Total Points: _____ Rating: <input type="checkbox"/> Very Good (36+) <input type="checkbox"/> Good (29-35) <input type="checkbox"/> Satisfactory (23-28) <input type="checkbox"/> Poor (9-22)						

Performance of Individual Board Members		Strongly Disagree	Disagree	Maybe or Not Sure	Agree	Strongly Agree
<i>Am I fulfilling my responsibilities as a member of the Board of Directors?</i>						
23.	I understand CGFG bylaws, policies, finances, and programs/services well enough to provide critical oversight.	1	2	3	4	5
24.	I complete assignments and prepare for meetings, including reading the minutes, reports and other materials in advance of our board meetings.	1	2	3	4	5
25.	I attend board meetings consistently.	1	2	3	4	5
26.	I publicly support board decisions once they are made even if I do not agree with them.	1	2	3	4	5
27.	I maintain the confidentiality of board decisions when necessary.	1	2	3	4	5
28.	I participate in meetings and ask appropriate questions when needed.	1	2	3	4	5
29.	I serve on at least one committee of the board.	1	2	3	4	5
30.	I act as an advocate for the organization to the outside public.	1	2	3	4	5
Total Points: _____ Rating: <input type="checkbox"/> Very Good (32+) <input type="checkbox"/> Good (26-31) <input type="checkbox"/> Satisfactory (20-25) <input type="checkbox"/> Poor (8-19)						

Section 3: Qualitative Evaluation

1. What are the Board of Directors' strengths? *(list at least one)*

2. What are the Board of Directors' areas for growth and improvement? *(list at least one)*

3. What goals should the board focus on in the next year? *(list at least one)*

These goals can be issues in the local agricultural community that should be addressed, membership participation goals, board effectiveness, CGFG operations and services, etc.

4. What has the board done well to effectively support the Executive Director? What support is needed from the board moving forward?

5. Are there any upcoming/potential vacancies on the board of directors? If so, discuss recruitment of new board members (potential candidates, methods for recruitment, etc.)