

**AMENDED AND RESTATED  
BYLAWS OF COMPAS, INC.  
EFFECTIVE MARCH 4, 1999**

**ARTICLE I  
Purpose**

Section 1.1. This Corporation has been created to determine the unfulfilled cultural needs in the State of Minnesota and to provide or assist others in providing programs designated to meet those cultural needs.

**ARTICLE II  
Members**

Section 2.1. The Articles of Incorporation provide that the directors of the corporation shall be the only members of the corporation. Accordingly, the qualifications of members shall be those of directors, and the number of members shall be limited to the number of persons who shall, from time to time, comprise the Board of Directors as provided in Section 3.1 hereof.

Section 2.2. No member shall have any right, title, or interest in or to any of the property or assets of the corporation and, in accordance with the Articles of Incorporation, members shall have voting rights only as directors.

Section 2.3. Since the directors are the only members of the corporation and have voting rights only as directors and not as members, there shall be no meetings of the members as such.

**ARTICLE III  
Board of Directors**

Section 3.1. There shall not be fewer than nine (9) nor more than twenty-one (21) directors as determined from time to time by the affirmative vote of a majority of the Board of Directors. The Board of Directors may elect two people to share the responsibilities of one term of office, however no more than three such positions may exist at any given time.

Section 3.2. The terms of office of the directors shall be of such duration that approximately one-third of the total number of directors shall be elected at each annual meeting of the Board of Directors. To this end, the term of office of each director shall be three years, except as otherwise provided in the Articles of Incorporation with respect to certain of the first directors and except to the extent that by virtue of an increase or a decrease in the size of the Board of Directors, terms of one or two years' duration shall be necessary to assure that approximately one-third of the total number of directors of the corporation are elected at each annual meeting of the Board. In all events, each director

shall hold office until the annual meeting of the Board of Directors in the year in which his term of office expires and until his successor is elected and qualifies, subject to his earlier disqualification, death, resignation or removal. No person shall be eligible for election for more than two consecutive three-year terms, except that if a director is elected President in the sixth year of membership, that director may also be nominated and, if elected, serve as President for a seventh year of Board membership. Persons elected because of a vacancy to fill the unexpired term of a director shall be eligible for election as a director for an additional two consecutive three-year terms. A person may again be elected as a director after at least one year has passed since such person last held office.

Section 3.3. This corporation shall act only through its Board of Directors.

Section 3.4. Each director shall have one vote in the government of the corporate affairs. No more than one of the two persons sharing a term of office as provided in Section 3.1. hereof may vote at any time. No employee of this corporation shall be eligible for election to the Board of Directors and no director shall be entitled to compensation for his/her services as a director.

Section 3.5. The Board of Directors shall have all of the usual powers of directors of a business corporation in the immediate government and direction of the affairs of this corporation. They shall make all rules and regulations which they deem necessary or proper for the government of this corporation, and for the due and orderly conduct of its affairs and the management of its property not inconsistent with its Articles of Incorporation and these Bylaws.

Section 3.6. The Board of Directors may elect individuals to serve as ex officio members of the Board of Directors. Such ex officio members may attend and participate in all Board of Directors' and committee meetings of this corporation, but such ex officio members may not exercise voting privileges of regular members of the Board of Directors.

Section 3.7. Ex officio members shall be of two classifications:

- (a) Past officers and/or past members of the Board of Directors of this corporation who have completed their terms but whose continued participation is desired and advantageous to this corporation; and
- (b) Individuals who share the missions and goals of this corporation but whose professional positions do not allow full participation as voting members of the Board of Directors.

Section 3.8. A director shall be required to attend regular and special meetings as scheduled from time to time. A director who fails to appear and participate in three (3) regular or special meetings within a 365 day period may be asked to resign.

**ARTICLE IV**  
**Meetings**

Section 4.1. Meetings may be held at any place designated in the call of the meeting.

Section 4.2. The annual meeting of the Board of Directors for the election of directors and officers and for the transaction of such other business as may properly come before the meeting shall be held at such place and at such time as shall from time to time be determined by the Board of Directors.

Section 4.3. Regular meetings of the Board of Directors shall be held at the registered office of this corporation or at such other place and at such time as shall from time to time be determined by the Board of Directors.

Section 4.4. Special meetings of the Board of Directors may be called by the President or by any three Directors or in any manner prescribed by law.

Section 4.5. Except as otherwise provided herein, written notice of each meeting of the Board of Directors, stating the time and place thereof and, in the case of a special meeting, the purpose thereof, shall be given not less than three (3) working days in advance to each member.

Section 4.6. Any director may make written waiver of notice of any meeting, before, at, or after the meeting. Appearance at a meeting is deemed a waiver of notice thereof unless it is solely for the purpose of asserting the irregularity of the meeting.

Section 4.7. Nine board members, or one-half of the total number of Directors, whichever is the lesser number, shall constitute a quorum for all purposes unless the representation of a larger number is required by law or herein, in which case the representation of the number so required shall constitute a quorum. If a quorum has been present at a meeting and some directors have withdrawn from the meeting so that fewer than a quorum remain, the directors remaining may continue to transact business until adjournment. A director may appear and participate in a meeting by telephone or video conferencing device. Such appearance shall be deemed to be a personal appearance for all purposes, including the making of a quorum for voting at such meeting.

Section 4.8. At all meetings, each director shall have one vote. Proxies shall not be permitted at meetings of the Board of Directors. There shall be no cumulative voting. Unless otherwise provided by law or herein, a majority of the votes cast shall govern in every election and matter voted upon.

Section 4.9. Any action that could be taken by a meeting of the directors may be taken without a meeting when authorized in writing signed by all of the directors.

**ARTICLE V**  
**Officers**

Section 5.1. At the annual meeting, the directors shall elect a President, a Secretary and a Treasurer, and any other officers, including one or more Vice Presidents. The terms of office of the President, Vice President, Secretary and Treasurer shall be for one year. Any person may be re-elected for an additional term or terms. No person may hold the offices of President and Vice President or President and Secretary or President and Treasurer at the same time, but any person may hold any other two offices at the same time. All officers shall be elected from the Board of Directors. These officers shall hold office until the next annual election of officers and until their successors are duly elected and qualified and accept. Any vacancy in office shall be filled by the Board of Directors as soon as possible.

Section 5.2. The President shall preside at all meetings of the directors. He/she shall be the chief executive officer of this corporation; while the directors or the executive committee are not in session, he/she shall have the general management and control of the business and affairs of this corporation; and he/she shall generally do and perform all acts incident to the office of President or which are authorized or required by law.

Section 5.3. Each Vice President shall have such designation and such powers and shall perform such duties as may be assigned to him/her by resolution of the Board. The members may designate one of such Vice Presidents to be Executive Vice President, and in the event of such designation, the duties of the office of the President, in case of the absence or disability of the President, shall be performed by the Executive Vice President. The Executive Vice President shall also perform such other duties as may be assigned to him/her by resolution of the Board.

In the case of the absence or disability of the President and the Executive Vice President, or if no Vice President be designated as Executive Vice President, the duties of the office of President shall be performed by such of the Vice Presidents as the Board may by resolution prescribe and in such order or priority as may be established by them.

Section 5.4. The Secretary shall keep the minutes of all meetings of the Board of Directors and shall attest the same by his/her signature. He/she shall attend to the giving and serving of all notices of this corporation, he/she shall keep and have charge of such other books and papers of this corporation as the Board may direct, and in general, he/she shall perform all duties incident to the office of Secretary, subject to the control of the Board.

Section 5.5. The Treasurer shall keep full and accurate account of the receipts and disbursements and books belonging to this corporation, and shall deposit all moneys and other valuable effects in the name and to the credit of this corporation in such depositories as may be designated by the directors, shall take such action necessary and proper for the collection and payment of obligations on behalf of this corporation, and in general, shall perform all duties incident to the office of Treasurer, subject to the control of the Board. The accounts of the Treasurer shall be audited annually by an independent accountant appointed by the Board of Directors at the end of each fiscal year. The duties of the Treasurer may be delegated to such person(s) as the Board, by resolution, may direct.

Section 5.6. The signature of the President or a Vice President, together with the signature of the Secretary or Treasurer, shall be required to transfer title to any and all interests of the corporation in any property; provided, however, that the Board may, by resolution, provide that title to any interest in property having market value of not more than \$500 may be transferred by signature of any one of the designated officers or the Executive Director.

Section 5.7. All officers shall be subject to removal at any time by the affirmative vote of the majority of the Board of Directors. Vacancies occurring because of death, resignation, removal or any other reason may be filled by the Board at any meeting.

Section 5.8. The Board of Directors shall be empowered to appoint such subordinate officers, employees or agents as may be necessary in their judgment for the conduct of the business of this corporation, and may designate their title and compensation, if any. To this end, this corporation may engage an Executive Director who shall formulate and carry out policies submitted by said Director and approved by the Board of Directors and, subject to the Board of Directors' approval, enter into all contracts required for the conduct of the business of this corporation.

## **ARTICLE VI** **Committees**

Section 6.1. The corporation shall establish the following standing committees:

- (a) Executive Committee - This committee shall be chaired by the President of this corporation and shall consist of all other officers of this corporation, the chairpersons of all other standing committees and the immediate past president of this corporation. The Board may appoint up to an additional two (2) persons to the committee. The Executive Committee may exercise the powers of the Board of Directors in the interval between meetings of the full Board of Directors, except that it shall not reverse any action of the Board of Directors or amend these Bylaws or the Articles of Incorporation of this corporation. The Executive Committee will also act as the Budget and Finance Committee to oversee and monitor the fiscal operations of the organization, develop an annual

budget for recommendation to the Board, and develop a funding plan for this corporation and monitor the implementation of the plan.

- (b) Nominating Committee - This committee shall consist of not less than three (3) members. The responsibilities of the committee shall include:
  - (i) To recommend to the Board of Directors individuals to fill vacancies on the Board of Directors;
  - (ii) To present to the Board of Directors at its annual meeting a slate of officers for the following year;
  - (iii) To recommend to the Board of Directors individuals to fill vacancies occurring in officer positions; and
  - (iv) To recommend to the Board ex officio members of the Board of Directors.
  
- (c) Personnel Committee - This committee shall consist of not less than three (3) members. The responsibilities of the committee shall include:
  - (i) To recommend to the Board of Directors the employment, evaluation and termination of the Executive Director who, in turn, shall be responsible for hiring of the staff;
  - (ii) To review personnel policies and to make recommendations to the Board of Directors on any revisions necessary;
  - (iii) To develop a compensation plan for employees of the corporation; and
  - (iv) To hear any dispute or grievance of any employee which has not been resolved through discussion with the immediate supervisor or the Executive Director and to make a recommendation to the Board of Directors on such matters.
  
- (d) Development Committee - This committee shall consist of not less than three (3) members. The responsibilities of the committee shall include:
  - (i) To develop, plan and implement all fundraising efforts of the corporation; and
  - (ii) To develop and implement special projects and events in order to enhance corporate visibility and image and community relations and in order to increase revenues and contributions.

Section 6.2. The Board of Directors of this corporation shall appoint the members of all standing committees for one (1) year terms. The President shall select the chairperson of each of the standing committees from the members of that committee appointed by the Board of Directors.

Section 6.3. The Board of Directors may create from time to time such committees as it may see fit and may designate the duties and powers of such committees; provided, however, that no such committee shall be given authority to amend the Articles of Incorporation or to amend the Bylaws of this corporation. Persons serving on a standing committee shall be members or ex officio members of the Board of Directors. Any committee which is not a standing committee and is comprised of persons, one or more of whom are not directors or ex officio directors, shall act solely in an advisory capacity to the Board.

Section 6.4. Each committee of this corporation shall submit to the Board of Directors each year at their annual meeting, or at such other time as the Board may designate, a report of the action and recommendations of such committee, for consideration and approval by the Board.

#### **ARTICLE VII**

##### **Indemnification of Officers, Directors, Employees and Agents**

Section 7.1. This corporation shall indemnify each member of the Board of Directors, officer, employee, or agent of this corporation, and any persons serving at the request of this corporation as a member of the Board of Directors, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses, including attorney's fees, judgments, fines and amounts paid in settlement actually and reasonably incurred by him/her to the fullest extent to which such persons may be indemnified under the terms and conditions of the Minnesota Nonprofit Business Corporation Act, or any amendments thereto or substitutions therefor.

Section 7.2. This corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a member, a member of the Board of Directors, officer, employee or agent of the corporation, or is or was serving, at the request of the corporation, as a member of the Board of Directors, officer, employee, or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against him/her and incurred by him/her in such capacity.

#### **ARTICLE VIII**

##### **Certificates**

Section 8.1. This corporation shall not issue membership certificates to its members.

#### **ARTICLE IX**

##### **Corporate Seal**

Section 9.1. The corporation shall have no corporate seal.

**ARTICLE X**  
**Amendment**

Section 10.1. These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by the affirmative vote of at least two-thirds of a quorum of the Board at any meeting of the Board, if a notice setting forth the terms of the proposal has been given at least twenty (20) days in advance of the meeting.

**ARTICLE XI**  
**Miscellaneous**

Section 11.1. Any procedures not covered by applicable provisions of the Minnesota Nonprofit Business Corporation Act, the Articles of Incorporation of this corporation, or these Bylaws shall be governed by Robert's Rules of Order, newly revised, as amended from time to time.

ADOPTED MARCH 4, 1999 BY THE AFFIRMATIVE VOTE OF AT LEAST TWO-THIRDS OF A QUORUM OF THE MEMBERS.

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Ronald D. Clark  
President, COMPAS Board of Directors

\_\_\_\_\_  
Date

November 2, 1998

COMPAS, Inc.

**COMPAS is a non-profit organization comprised of and driven by the communities it serves.**

***COMPAS strengthens people and communities in Minnesota by engaging them in creating art.***

***“The challenge facing Executive Directors of community organizations like COMPAS is not a matter of implementing their personal vision, but rather a matter of ascertaining the collective vision of an entire community. That collective vision should drive any organization that dares to call itself a community program. And so that’s the challenge we have undertaken.”***

— Jeff Prauer, Executive Director, COMPAS

# **GOALS, OBJECTIVES & METHODS OF THE COMPAS COMMUNITY RELATIONS POLICIES AND PROCEDURES**

## **GOALS:**

Develop a large active base of supporters with authentic ownership in COMPAS.

Maintain an evolving state of excellence in programming and operation based on constituent input and satisfaction.

## **OBJECTIVES:**

1. Provide a common set of community relation values and practices for staff and board to pursue.
2. Provide institutional support for actualizing constituent input.
3. Increase COMPAS accountability to its constituent.

## **METHODS:**

1. The culture of COMPAS shall be rooted in the idea of community collaboration.
2. COMPAS leadership shall provide the support necessary to keep the door open to community input at all decision making levels within the organization.
3. COMPAS leadership shall facilitate community ownership.
4. COMPAS administration shall be in touch with and advocate on behalf of the communities it serves on issues relative to the COMPAS mission.
5. COMPAS shall yield control of information to the communities it serves.
6. COMPAS shall institutionalize the empowerment of the communities it serves.
7. COMPAS shall facilitate authentic community decision making.
8. COMPAS shall hear and respond to community criticism.
9. COMPAS shall be a student of the communities it serves.
10. COMPAS staff shall think mission in service to community as a prerequisite to all action.

# **COMPAS**

# COMMUNITY RELATIONS COMMITMENT

AS A STATE-WIDE COMMUNITY ARTS ORGANIZATION, it is the position of COMPAS to respect the recognized commonalities which connect individuals, rather than define for others what constitutes community. COMPAS exists to serve the mosaic of communities that are rooted in the lives of Minnesotans. No non-profit organization can justify existing in isolation from the constituents it professes to serve. Therefore, COMPAS must be an organization reasonably comprised of and directed by the communities of Minnesota.

Specifically, it is the responsibility of COMPAS to demonstrate its commitment to being constituency driven by the following:

- actively listening and learning across age, disability, region, religion, race, class, culture, creed, gender and sexual orientation;
- responsibly addressing community art needs as they are defined by the communities of Minnesota;
- maintaining a diverse constituent board and staff while realizing that diversity is not a set formula, but rather an on-going commitment to justice based on equal representation.

Because Minnesotans are a collage of differences, COMPAS is dedicated to collaborating across differences, and therefore is committed to:

- the idea that differences can co-exist in a constructive and mutually beneficial manner and;
- the idea that art, as an expression of the human spirit, can transcend differences for the common good.

It is the intent of this document to set forth for public record COMPAS' commitment to being constituency driven. We invite and rely upon our community to hold us accountable to the principles expressed in this document.

# COMPAS COMMUNITY RELATIONS POLICIES AND PROCEDURES

## Article I

***The culture of COMPAS shall be rooted in the idea of community collaboration.***

**Section 1:** The COMPAS Board of Directors shall be familiar with the COMPAS Community Relations Policies and Procedures and support their intent.

**Section 2:** COMPAS staff shall conduct their duties in accordance with COMPAS community Relations Policies and Procedures.

## Article II

***COMPAS leadership shall provide the support necessary to keep the door open to community input at all decision making levels within the organization.***

**Section 1:** The Executive Director and Board President shall facilitate, as may be required from time to time, processes that clarify for the COMPAS Board of Directors the necessity for COMPAS to be client driven.

**Section 2:** The Executive Director and Board President shall provide Board members with training, as may be required from time to time, which will encourage them to authoritatively respond to client needs.

**Section 3:** The Executive Director shall include in staff job descriptions responsibilities that reflect COMPAS community relations policies and procedures.

## Article III

***COMPAS leadership shall facilitate community ownership.***

**Section 1:** The Executive Director and Board President shall appoint a Board Nominating

Committee which solidly understands the necessity for and is committed to diverse client representation on the Board.

**Section 2:** The Executive Director and Board President shall be vigilant about seeing that individuals selected as Board members understand the COMPAS mission and reasonably and authentically represent the various constituencies that COMPAS exists to serve.

**Section 3:** The Executive Director and Board President shall be vigilant about discouraging the use of Board meetings as rubber stamping sessions and encourage instead free discussions of programmatic, artistic, organizational and community issues.

**Section 4:** The Executive Director and Board President shall be vigilant about encouraging respect for differences and consensus building among the Board of Directors.

**Section 5:** The Executive Director and Board President shall encourage Board members to review major advisory group and management decisions and approve recommendations.

## **Article IV**

***COMPAS administration shall be in touch with and advocate on behalf of the communities it serves on issues relative to the COMPAS mission.***

**Section 1:** The staff, particularly the Executive Director and Director of Development, shall remain informed and in touch with a broad base of COMPAS constituents by attending COMPAS programs, placing a priority on attending community art events and meetings and being, within reason, personally accessible to COMPAS' constituent groups, and they shall fairly and accurately represent constituent issues, as they are defined by constituents, to the Board, funders and the general public.

## **Article V**

***COMPAS shall yield control of information to the communities it serves.***

**Section 1:** The Executive Director and Board President shall be vigilant about seeing that the Board is immersed in the content of programs and services by establishing constituent program advisory committees, each of which will have assigned at least one Board member.

**Section 2:** Each Board member who serves on a program advisory committee shall also be a member of the constituency for which the program serves.

**Section 3:** The duties of Board members serving on program advisory committees shall include:

- attend orientation presented by the staff director of the program.
- attend advisory meetings for the purpose of observing and being informed of its work.
- develop a working relationship with the program director in charge of facilitating the advisory of which the Board member attends.
- meet regularly (as Board members deem appropriate) with program directors for general information about program activities and issues.
- meet at least annually with the Executive Director and other Board members assigned to program committees in order to support and to strengthen community relations efforts and to discuss over-arching evaluation results.
- regularly report on the activities of advisory committees and the programs they serve at Board meetings.

## **Article VI**

***COMPAS shall institutionalize the empowerment of the communities it serves.***

**Section 1:** Every program director shall strive to maintain an advisory committee comprised of 5 to 10 members. These members shall be reasonably representative of the constituency and demography that the program serves, and the artists working in the program. Program directors shall provide the advisory with a detailed program history, description of constituency served by the program, and program mission and focus area, including any applicable criteria for applicants.

**Section 2:** Program directors shall provide training for new advisory members. During this meeting COMPAS Community Relations Policies and Procedures and philosophy shall be explained, including a description of advisory member duties, specific to the program which they will serve.

**Section 3:** Program directors shall make clear to new advisory members that COMPAS is committed to being both a mission- and constituency-driven agency. This means that COMPAS relies on its constituency to drive COMPAS' efforts to fulfill each of its program missions. However, to maintain a clear purpose of program missions, advisory committees shall not alter missions.

**Section 5:** Based on constituency needs, funding and COMPAS' organizational capacity, COMPAS may seek to meet needs not being met by existing program missions through the development of additional programming. However, said programming must be consistent with COMPAS' overall mission, vision, unifying principles and community relations commitment.

**Section 6:** Each advisory panel shall select its successors. A process developed by an advisory committee in collaboration with a program director shall be in place for succeeding

advisory panels to use in the selection of their successors. This process shall focus on involving constituents of COMPAS programs in decision making who are actively engaged in the communities they will be selected to represent. The process of selection may be amended from time to time by future advisory committees. All such amendments will be effective after the tenure of the initiating advisory has ended. The opportunity to amend this process shall be presented by program directors to their advisory members annually.

**Section 7:** Advisory committees shall strive to elicit a diversity of viewpoints, and shall be assembled to elicit the broadest possible range of perspectives.

**Section 8:** Advisory committee members shall be provided with a reasonable stipend to help them with transportation to meetings, child care during meetings, interpreters and other issues that may be suggested by advisory members and determined by the COMPAS Board of Directors as legally, ethically and organizationally reasonable.

**Section 9:** Advisory members shall collaborate with program directors to develop policies and procedures specific to the management of the advisory, as well as other community relations practices relevant to constituent advisory duties. Any questions that may arise regarding such policy relative to ethical, legal or organizational appropriateness shall be brought to the attention of the Board of Directors for their ruling, which shall be final.

**Section 10:** In programs where COMPAS staff is charged with the selection of program participants, advisory members will collaborate with COMPAS staff in the selection of program participants.

**Section 11:** Advisory members will collaborate with program directors in the selection of artists and other (non-support personnel) contractors receiving COMPAS funds. This

includes grant recipients, interns (when stipends are involved), artists contracted to implement a program mission, and consultants.

**Section 12:** Advisory members shall help frame questions for evaluating overall programs, recommend to the Board of Directors the rejection of, amendments to or approval of evaluation methods, forms and contract personnel.

**Section 13:** Advisory members shall have access to raw overall program evaluation results and review final documents of overall program evaluation.

**Section 14:** A process for evaluating a program director's management of their advisory committee, and their commitment to being constituent-driven as articulated by the COMPAS Community Relations Commitment, shall be developed by a constituent advisory committee in collaboration with the program director. It will be available to succeeding advisory committees and may be amended by advisory committees from time to time. All such amendments will be in effect after the tenure of the initiating advisory committee.

**Section 15:** Advisory members shall annually evaluate program directors' management of the advisory and demonstrated commitment to managing a constituent driven program as articulated by the COMPAS Community Relations Commitment. This information shall be made available to the Executive Director.

**Section 16:** Advisory members will work with program directors to help shape programming budgets, within the limits set by funders, state and federal law and COMPAS' organization capacity.

## **Article VII**

### ***COMPAS shall facilitate authentic community decision making.***

**Section 1:** Program directors shall strive to facilitate advisory committees coming to their own conclusions using a broad base of information and the program's goals and criteria. Program directors shall avoid influencing advisory committee decisions. avoid influencing program advisory decisions, and instead strive to facilitate advisory members coming to their own conclusions based on a broad base of objective information.

**Section 2:** Program directors' efforts to facilitate advisory committee decisions shall include the following process:

- 1) Establish with the advisory a reasonable allotment of time to come to consensus on any given issue (this may be a matter of minutes or months etc.). In the event that differences become a barrier to consensus the program director shall facilitate a process of helping each side a) understand the perspective of the other, b) encourage each side to make an effort to respect the conflicting position(s) and c) facilitate a process to creatively synthesize the different perspectives in a manner that doesn't diminish either. If the above can not be accomplished, explore with the group a means of compromise.
- 2) If consensus and/or compromise can not be reached within the time frame allotted, the program director will call for a vote in which the majority opinion will prevail.
- 3) In the event of a tie the program director shall cast the deciding vote.

## **Article VIII**

### ***COMPAS shall hear and respond to community criticism.***

**Section 1:** Program directors shall be receptive to constituency needs and concerns, which may be articulated in writing, audio or video recordings, or other electronic communications. The constituency need must be demonstrated by a significant number of people, as determined by a program advisory committee, but with a minimum degree of presumption that the concern/need is generally recognized as such within the particular constituency.

**Section 2:** The course of action in response to such constituency needs/concerns shall be decided collaboratively by the advisory committee and program director. If consensus on a course of action can not be reached by an advisory committee and program director, the issue shall be brought to the attention of the Executive Director for discussion among staff. If their involvement can not facilitate consensus for a course of action, the course of action shall be determined by the COMPAS Board of Directors.

## **Article IX**

***COMPAS shall be a student of the communities it serves.***

**Section 1:** All program directors shall submit annually to the COMPAS Executive Director a written narrative on their personal learning and/or personal views regarding their programs state of community relations. These reports shall be made available to the Board of Directors and program advisory committees.

## **Article X**

***COMPAS staff shall think mission in service to community as a prerequisite to all action.***

**Section 1:** It is the responsibility of all COMPAS employees to first greet visitors with a "welcome" and an invitation to coffee or water. Visitors who have not come for a specific appointment shall be given brochures, anthologies and the opportunity to ask questions.

**Section 2:** The COMPAS Community Relations Commitment shall accompany all organization brochures, program information and publications. It shall also be noted on such materials that the COMPAS Community Relations Policies and Procedures is available on request.

**Section 3:** Management will provide an orientation to new employees on the Community Relations Policies and Procedures.

**Section 4:** It is the responsibility of COMPAS employees to make known COMPAS' Community Relations Commitment and Policies and Procedures when communicating about COMPAS' mission and programs to constituents.

**Section 5:** COMPAS employees shall take advantage of opportunities to connect or involve client communities that lack strong representation in COMPAS programming.

**Section 6:** It is the responsibility of COMPAS employees to remain reasonably informed of the cultural norms and major issues within the various client communities that employees are hired to serve.

**Section 7:** It is expected that all COMPAS staff members demonstrate a personal commitment to listening and responding to constituents.

**Section 8:** All COMPAS employees shall work with clients in a reasonably flexible manner.

**Section 9:** Whenever hiring, or filling rosters, it is the responsibility of COMPAS employees in charge of such activities to make information regarding such openings accessible to the client communities of COMPAS.

**Section 10:** Whenever logically beneficial and reasonably possible, qualified contractors will be hired who are from (or are significantly connected to through long term involvement) the client communities for which the job will be geared to serve.

**Section 11:** COMPAS employees who hire project coordinators or consultants shall have the responsibility of providing them with training on inclusiveness or by being reasonably assured that the coordinator/consultant's background includes this. This training may be in house via COMPAS literature, video and community relations orientation.

**Section 12:** COMPAS employees shall, whenever financially possible, develop budgets that make client/constituency meetings accessible by providing lower income clients/constituents with child care and/or transportation, or stipends to cover this.

**Section 13:** COMPAS employees coordinating meetings, conferences and workshops shall hold them at days/times and locations that are sensitive to the needs of the diverse constituents who might benefit from attendance.

**Section 14:** COMPAS employees involved in the development of new programming shall involve the client communities of the programs' focus in the program design.

**Section 15:** COMPAS employees coordinating client/constituency planning sessions shall allow ample time to discuss relevant issues. This time frame shall be determined by coordinator(s) and planning session participants.

**Section 16:** When involving community leadership in panels, focus groups and other activities, COMPAS employees shall strive to balance perspectives in order to be reflective of the community.

**Section 17:** COMPAS employees shall strive to balance view points when developing conferences (ethnic, gender, geographical, art form etc. without using quotas).

**Section 18:** COMPAS employees coordinating workshops, conferences and other programs shall make evaluation forms available to all participants. Copies of completed evaluations shall be made available to the Executive Director.