



Monroe Community Mental Health Authority

Board Governance

Policy Manual

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Section 1: GUIDING PRINCIPLES

1.0 GUIDING PRINCIPLES

The Guiding Principles of the Board are:

- 1.1 Monroe Community Mental Health Authority (“Authority”) exists to help individuals with mental illnesses and/or intellectual/developmental disabilities so they can live, work, and play in their communities to their fullest potential. As a Certified Community Behavior Clinic (CCBHC), the Authority will provide mental health and/or substance use care/services, regardless of ability to pay, place of residence, or age, including developmentally appropriate care for children and youth.
- 1.2 Monroe Community Mental Health Authority strives to be the provider of choice for Monroe County by offering the highest quality of treatment with positive measurable outcomes while maintaining competitive service rates in partnership with the State.
- 1.3 Monroe Community Mental Health Authority establishes and sustains a culture that values each staff member, holds staff to high standards, is fair and respectful, values creativity, and promotes collaborative thinking.
- 1.4 Monroe Community Mental Health Authority continues to establish collaborative community relationships that enable MCMHA to provide quality service to consumers.

Proposed 08/28/24 /Adopted 08/28/24
Proposed 09/18/18 /Adopted 02/27/19
Proposed 06/20/17 /Adopted 09/27/17
Proposed 07/22/15 /Adopted 07/22/15
Proposed 05/26/10 /Adopted 05/26/10
Proposed 04/24/06 /Adopted 06/26/06
Proposed 08/21/02 /Adopted 09/18/02

Section 2: CHIEF EXECUTIVE OFFICER RESPONSIBILITIES

2.0 CHIEF EXECUTIVE OFFICER RESPONSIBILITIES

The Chief Executive Officer shall ensure that all practices, activities, decisions, and/or organizational circumstances shall be lawful, prudent, and in compliance with commonly accepted business practices and professional ethics. The Chief Executive Officer will recommend either new or revised policies to address areas of non-compliance. Legally required due process will be provided to consumers and family, staff, and volunteers.

Revised 11/01/22
Revised 03/13/08

2.1 TREATMENT OF CONSUMERS

With respect to interactions with and services provided to consumers or those applying to be consumers, the Chief Executive Officer shall ensure conditions, procedures, and decisions that are dignified, respectful, appropriate, and safe for all affected individuals.

Non-exhaustive examples of the above include:

1. Establishing with consumers a clear understanding of what can be expected and what cannot be expected from the service offered.
2. Systems being in place to ensure consumers are informed of their rights to express satisfaction and/or dissatisfaction with treatment, decisions, and services provided.
3. Ensuring that the Person Centered/ Family Centered Planning process is fully implemented.

Revised 11/16/23
Revised 11/01/22
Revised 03/13/08

2.2 TREATMENT OF STAFF

The Chief Executive Officer shall lead staff by example and promote conditions for the staff that are fair, dignified, respectful, organized, and clear.

Non-exhaustive examples of the above include:

1. Operating with written personnel guidelines which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as preferential treatment for personal reasons.
2. Prohibiting discrimination or retaliation against any staff member for non-disruptive expression of dissent.
3. Facilitating compliance with internal and collectively bargained employee grievance

procedures.

4. Ensuring that each employee of the Authority shall receive lawful due process in the event of an adverse disciplinary action.
5. Developing a process for independent, exit interviews and external staff satisfaction surveys.
6. Within fiscal constraints, providing necessary resources to staff for the performance of their job duties.
7. Ensuring the staff shall have annual performance evaluations.

Revised 11/15/22

Revised 08/11/20

Revised 03/13/08

2.3 COMPENSATION AND BENEFITS

The Chief Executive Officer shall administer Board approved competitive compensation and benefits including the Retiree Health Care Plan.

Revised 11/15/22

Revised 09/17/08

2.4 FINANCIAL PLANNING/BUDGETING

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's guiding principles, risk fiscal jeopardy, or depart from a Board approved multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, the Chief Executive Officer shall not:

1. Fail to include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions in proposed budgets or periodic financial reports to the Board.
2. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Discretionarily reduce the Authority's current assets to less than twice current liabilities or allow cash and cash equivalents to exceed a safety reserve of 6 months operating funds at any time.
4. Provide fewer resources for Board prerogatives during the year than is set forth in Board approved resolutions concerning cost of governance.

Revised 11/15/22

2.5 FINANCIAL CONDITIONS AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Chief Executive Officer shall adhere to principals of fiscal responsibility and not cause or allow the development of fiscal jeopardy or the material deviation of actual expenditures from Board priorities established in guiding principal policies or a Board approved budget.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Except for actions specifically approved by the Board such as the purchase of real estate or the issuance of debt, bind the organization to a liability amount greater than what can be repaid by certain, otherwise unencumbered revenues within 60 days.
3. Use any long-term reserves, absent direction to do so by the Board.
4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.
5. Fail to settle payroll consistent with internal policy and debts when due.
6. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. Absent Board direction to do so, make a single purchase or commitment of greater than \$25,000. Splitting orders to avoid this limit is not acceptable.
8. Absent Board direction to do so, acquire, encumber, or dispose of real property.
9. Fail to appropriately pursue receivables after 60 days.
10. Violate or permit the continued violation of any applicable provision of the Uniform Budgeting and Accounting Act, MCL 141.421 *et seq.*

Revised 12/06/22

2.6 AUTHORITY POLICY REVIEW AND APPROVAL PROCESS

Following the Authority policy guidelines, all Policies, Procedures, and Exhibits shall be reviewed and/or approved every three years from the last approval date or more frequently as needed.

Authority Policies:

The Board shall review and approve Authority Policies, Procedures, and Exhibits at a regular Board of Directors Meeting.

1. New and/or existing Policies, Procedures, and Exhibits are to be reviewed by the

Board Bylaws and Policy Committee. The Board Bylaws and Policy Committee shall make recommendations to the full Board.

Regional Policies:

The Board shall review and approve Regional Polices at a regular Board of Directors Meeting.

Revised 12/06/22
Revised 06/21/22
Revised 09/07/21
Revised 06/01/21
Revised 08/11/20
Revised 08/26/14
Created 09/17/08

2.7 EMERGENCY CHIEF EXECUTIVE OFFICER SUCCESSION

To protect the authority from sudden loss of Chief Executive Officer services, the Chief Executive Officer shall have no fewer than two named executives familiar with Board and Chief Executive Officer issues and processes.

Revised 12/06/22
Revised 08/11/20
Revised 03/13/08

2.8 COMMUNICATION AND SUPPORT TO THE BOARD

The Chief Executive Officer shall keep the Board informed and supported in its work.

The following are non-exhaustive examples of such responsibility:

1. Submit monitoring data required to the Board (see Policy 4.3 Monitoring Chief Executive Officer Performance) in a timely, accurate, and understandable fashion, directly addressing provisions of Board Policies being monitored.
2. Keep the Board informed of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes, particularly changes in the assumptions upon which any Board Policy has previously been established.
3. Advise the Board through the Board Executive Committee if, in the Chief Executive Officer's opinion, the Board is not in compliance with its own policies on Governance Process and Board – Chief Executive Officer Linkage, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the Chief Executive Officer.
4. Gather and present information for the Board from as many staff and external perspectives on the issues and options as necessary to communicate fully informed options and choices to the Board.
5. Provide a mechanism for official Board, officer, and committee communications.

6. Report in a timely manner all actual or anticipated noncompliance with any Board policy.

Revised 08/15/24
Revised 12/06/22
Revised 05/04/10

2.9 COMMUNITY RESOURCES

The Chief Executive Officer shall be informed of, develop, and nurture, collaborative partnerships and innovative relationships at the local, regional, and state levels.

Revised 12/06/22
Revised 03/13/08

Section 3: GOVERNANCE PROCESS

3.0 GOVERNING STYLE

The Board's governance will emphasize an outward vision, diversity of viewpoints, strategic leadership, clear bifurcation between Board and Chief Executive Officer roles, collective rather than individual decisions, and proactivity of Board actions.

The Board will listen to and consider all divergent views in its decision-making process, and will strive to resolve through deliberation such differing views into a unified Board position. Once a decision is made the Board must speak in one consistent voice publicly.

Accordingly:

1. The Board will establish written policies reflecting the Board's values and perspectives. The Board's major policy focus will be the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.
2. The Board will enforce discipline whenever needed. Discipline will apply to matters such as attendance, preparation for meetings, violation of policies, disrespect, or disregard for roles, and will be enforced as follows:
 - a. A verbal or written and signed complaint about Board Member conduct may be referred to the Board Executive Committee. The Executive Committee will review the complaint and determine the most appropriate action. This could include verbal resolution or result in the recommendation from the Board for removal from office. Such discipline shall be documented in writing where practicable.
3. Continual Board development will include orientation of new Board Members and periodic Board discussion of process improvement.

Public comment during Board meetings is not the appropriate time for discussion and engagement from the Board with the public. The Board will listen respectfully to public comments but will not respond directly during the public comment period. The public, upon request, may receive a follow-up contact from the Chief Executive Officer or his/her representative within one business day if the public comment is about a specific problem or addressable complaint. During public comment time, each speaker's comment will be limited to 3 minutes.

Revised 08/15/24

Revised 04/18/24

Revised 03/21/24

Revised 01/03/23

Revised 05/06/08

3.1 BOARD RESPONSIBILITIES/DUTIES

The Board will ensure appropriate Board organizational performance, Chief Executive Officer's performance, and promote a link between the community and the Authority which serves it.

3.2 BOARD MEMBER RESPONSIBILITIES

1. Board Meeting Expectations:

- (a) Attend Board and appointed committee meetings;
- (b) If unable to attend Board or committee meetings provide advance notice to the Chief Executive Officer's Assistant and Board Committee Chair;
- (c) Be prepared and on time;
- (d) Listen with an open mind;
- (e) Participate in discussion and encourage dialogue;
- (f) Make decisions in the best interest of those we serve in the community; and
- (g) Speak with one consistent voice after a decision has been made

2. Board Member Education and Training:

- (a) Complete Board Orientation; and
- (b) Complete and maintain compliance with required Relias trainings

3. Board Meeting Evaluation:

- (a) Complete Board meeting evaluations; and
- (b) Complete an annual Board Performance and Self-Evaluation Questionnaire

Revised 03/20/25
Revised 08/15/24
Revised 11/16/23
Revised 08/15/23
Revised 06/20/17
Revised 07/08/14

3.3 BOARD MEMBER ETHICS

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board Members. Board members shall:

1. Operate with the best interest of those we serve in our community.
2. Recuse from matters presenting a conflict of interest.
3. Board Members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board Member apply for employment with the organization, he or she must first resign from the Board.
4. Board Members shall not attempt to exercise individual authority over the

organization.

5. Board Members shall not evaluate, either formally or informally, any staff other than the Chief Executive Officer.
6. Individual Board Member concerns should be directed to the Chief Executive Officer outside of committee or Board Meetings. The Chief Executive Officer will be responsible to address concerns and follow up with the individual Board Member.
7. Board Members will respect confidentiality.

Revised 08/15/24

Revised 03/07/23

Revised 08/11/20

Revised 05/04/10

3.4 BOARD CHAIR'S ROLE

The primary responsibility of the Board Chair is to lead the Board by engaging individual Board Members to work as one cohesive public body. This involves Board Meeting facilitation and enforcing Board rules of conduct, showing strong leadership, supporting the Chief Executive Officer while observing the Board Governance Policy Manual and Board Bylaws.

The Board Chair will:

1. Ensure the integrity of the Board and that the Board acts in compliance with its Board Governance Policies and Board Bylaws;
2. Serve as a point of contact for Board issues by establishing availability and means of communication with Board Members;
3. Act as a knowledgeable strategist concerning the organization and Board practices;
4. Appoint members of all committees, their Chairpersons, and representatives to organizations;
5. Be an ex-officio member of all committees ;
6. Create a purposeful agenda in collaboration with the Chief Executive Officer and the Board Executive Committee;
7. Represent the Board to outside parties;
8. Perform other duties as defined within the Board Governance Policy Manual; and
9. Work in collaboration with the Chief Executive Officer to ensure the mission of the organization is achieved.

The Board Chair has no unilateral authority to make decisions about policies created by the Board nor unilateral authority to supervise or direct the Chief Executive Officer.

Revised 08/15/24

Revised 01/18/24

Revised 07/11/23

Revised 05/06/08

3.5 POLICY REVIEW AND AMENDMENT

1. The Board Bylaws and Board Policies shall be reviewed and approved annually by the Board.
2. Policies may be suspended, rescinded, or amended by a 2/3 vote of the serving Board membership and will be superseded by any change in federal or state law.

Revised 04/04/22
Revised 08/11/20
Revised 07/07/15
Revised 05/13/09

3.6 COST OF GOVERNANCE

The Board will invest appropriate resources into its governance capacity.

Accordingly:

1. Board members shall be compensated at the rate of \$30 per meeting for attendance at all Board meetings, appointed committee meetings, workshops, required training, affiliation meetings, and other Board approved functions. Board members are entitled to one meeting allowance per day.
2. Travel expenses shall be reimbursed according to agency standards.
3. Exception requests can be taken to the Board Executive Committee.
4. The Board shall be informed of its budget and expenses.

Revised 06/20/17
Revised 09/29/11

3.7 APPOINTMENT OF REPRESENTATIVES TO THE COMMUNITY MENTAL HEALTH PARTNERSHIP OF SOUTHEAST MICHIGAN (CMHPSM) BOARD OF DIRECTORS.

1. The MCMHA Board of Directors shall annually appoint a Board Member each May to the CMHPSM Board of Directors according to the Bylaws of the Community Mental Health Partnership of Southeast Michigan.

The following criteria shall be required of all candidates for appointments to the CMHPSM Board of Directors:

- i.* All documentation required by the CMHPSM shall be completed ten days prior to the MCMHA Board Meeting at which the candidate shall be considered;
- ii.* If the position requires a primary or secondary consumer only such eligible candidates shall be considered;
- iii.* All candidates must have served at least one year on the MCMHA Board of Directors; and,
- iv.* All candidates shall have completed the required Board Member Training before being eligible for appointment.

2. The MCMHA Board of Directors shall recommend appointments to the CMHPSM Substance Use Disorders Oversight Policy Board (SUD OPB).

Revised 06/20/17
Revised 09/06/16
Revised 07/07/15
Created 07/08/14

Section 4: BOARD-CHIEF EXECUTIVE OFFICER LINKAGE

4.0 GOVERNANCE-MANAGEMENT CONNECTION

The Board shall appoint a Chief Executive Officer of the Community Mental Health Services Program (CMHSP) who meets the standards of training and experience established by the Michigan Mental Health Code. The Board shall establish general policy guidelines within which the Chief Executive Officer shall execute the Community Mental Health Services Program. The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled CEO.

1. The Board will never give instructions to persons who report directly or indirectly to the Chief Executive Officer.
2. The Board will not evaluate, either formally or informally, any staff other than the Chief Executive Officer.
3. The Board will view the Chief Executive Officer as accountable for the organization's performance.

Revised 11/16/23
Revised 10/19/23
Revised 04/25/23
Revised 05/04/10

4.1 CHIEF EXECUTIVE OFFICER'S RESPONSIBILITIES

The Chief Executive Officer of Authority shall function as the organization's chief executive and administrative officer, and shall execute and administer the organization's program in accordance with the approved strategic plan, operating budget, the general policy guidelines established by the Board, the applicable governmental policies and procedures, and the provisions of the Mental Health Code. The Chief Executive Officer has the authority and responsibility for supervising all Authority employees. The Chief Executive Officer may delegate someone within the organization to act as his/her stead who shall assume responsibility for the organization. The terms and conditions of the Chief Executive Officer's employment, including tenure of service, shall be as mutually agreed to by the Board and the Chief Executive Officer and shall be specified in a written contract.

Only lawfully enacted motions, policies, directives, or resolutions of the Board are binding on the Chief Executive Officer.

Revised 04/25/23
Revised 08/11/20
Revised 06/20/17
Revised 09/17/08

4.2 COLLECTIVE BARGAINING AND CONTRACT ADMINISTRATION

The Chief Executive Officer is the agent of the Board of Directors in the negotiation process and administration of the collective bargaining agreement between MCMHA and the bargaining unit.

The Chief Executive Officer shall:

1. Consult with the Board in establishing the parameters for contract negotiations.
2. Bargain in “good faith” as that term is understood within Michigan labor law.
3. As the Board’s Agent, enter into Tentative Agreements during negotiations when the agreements fall within the parameters specified by the Board.
4. Either decline proposals that exceed the Board’s parameters or request the Board Chair call a Special Board meeting for the Board to discuss progress in negotiations and consider any revisions to the original parameters.
5. Obtain Board approval of any alterations to the collective bargaining agreement resulting from the triennial contract negotiation cycle or labor contract re-openers.
6. Administer the collective bargaining agreement, including changes that impact bargaining unit members, as specified in the Management Rights section of the contract and any other areas allowed by contract language.

Memoranda of Understanding are within the scope of the Chief Executive Officer’s administration of the collective bargaining agreement.

Letters of Agreement, ratified by the bargaining unit, require Board approval to be effective.

Revised 05/09/23
Created 05/13/09

4.3 MONITORING CHIEF EXECUTIVE OFFICER PERFORMANCE

There shall be systematic and objective monitoring of the Chief Executive Officer’s job performance and achievement of organizational goals according to the Chief Executive Officer’s job description, the Michigan Mental Health Code, a Board approved Strategic Plan, and prior Board recommendations.

1. The Board’s Performance Evaluation Committee is to be comprised of the Board Executive Committee and Committee Chairs from Business Operations, Clinical Operations, and Community Relations.
2. The Board Performance Evaluation Committee’s role is to meet at least quarterly to review progress towards identified outcomes and to conduct an annual Chief Executive Officer performance evaluation.

3. An overall Performance Evaluation Summary will be presented to the full Board for a vote.
 - a. The vote is based on the recommendation by the Performance Evaluation Committee to the full Board of “Exceptional”, “Satisfactory”, “Needs Improvement”, or “Unsatisfactory” performance.
 - b. In the event that the rating of the Chief Executive Officer’s performance is “Needs Improvement” or “Unsatisfactory”, a specific written corrective action plan shall be provided. The corrective action plan shall include the time frame within which the Chief Executive Officer shall be expected to take the appropriate corrective action. The terms of a Chief Executive Officer contract shall not be restricted or amended by this Policy.

Revised 07/17/25
Revised 03/20/25
Revised 06/20/23
Revised 05/13/09

4.4 MONITORING BOARD OF DIRECTORS’ PERFORMANCE

The Board will engage in a Board Performance and Self-Evaluation Questionnaire on an annual basis using a Board approved rubric.

1. Board Members will complete a Board Performance and Self-Evaluation Questionnaire annually in January.
2. Results of the annual Board Performance and Self-Evaluation Questionnaire will be reviewed annually at a Board Workshop in February.

Revised 01/18/24
Revised 12/14/23
Created 08/15/23

Adopted the ninth day of March 2002.

Revised:



Rebecca Pasko, Board Chairperson

August 27, 2025

Date



Susan Fortney, Board Secretary

August 27, 2025

Date

TABLE OF REVISIONS

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4.4 Monitoring CEO Performance	07/17/02
1.0 Ends Development	09/18/02
3.6 Board Committee Principles #7 added	11/20/02
2.2 Treatment of Staff #6 and #7 added	12/18/02
2.7 Ends Focus of Contracts and Grants – Discontinued	06/15/05
3.1 Governing Style	06/15/05
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4.5 CEO Compensation & Benefits Policy	06/15/05
<i>Revisions Complete; Adopted by Board and Effective</i>	<i>06/15/05</i>
1.0 Ends Development 1.1.3, 1.1.4, 1.1.5., 1.2.2, 1.5 Added	04/24/06
<i>Revision Complete; Adopted by Board and Effective</i>	<i>06/26/06</i>
3.4 Cost of Governance	02/27/08
<i>Revision Complete; Adopted by Board and Effective</i>	<i>02/27/08</i>
1.0 Ends Development (<i>no revision, just approval</i>)	03/13/08
2.0 Executive Responsibilities	03/13/08
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<i>Revisions Complete; Adopted by Board and Effective</i>	<i>03/26/08</i>
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	<i>*Due to COVID-19, electronic signatures were used for approval by Board Officers</i>	
2.4	Authority Policy Process and Delegation	06/02/21
	Revisions Complete; Adopted by Board and Effective	06/26/21
	<i>*Due to COVID-19, electronic signatures were used for approval by Board Officers</i>	
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4.3	Monitoring Chief Executive Officer Performance	04/23/25
	<i>Revisions Complete; Adopted by Board and Effective</i>	<i>04/23/25</i>
4.3	Monitoring Chief Executive Officer Performance	07/17/25
	<i>Revisions Complete; Adopted by Board and Effective</i>	<i>08/27/25</i>