



The Alfred Olango Foundation (TAOF) Board Governance Policy

I. Purposes of this Policy

- a. To provide a framework within which directors and officers of the Board of TAOF will be guided in the execution of their fiduciary duties on behalf of TAOF.
- b. To help assure awareness by directors and officers of the Board of TAOF of their basic fiduciary duties under state law and of their obligations related to federal tax exemption granted to TAOF.
- c. To help assure that the decisions and conduct of the directors and officers of the Board of TAOF are always consistent with their duties and obligations and with the charitable mission of TAOF.
- d. Supplement the rules and regulations of the IRS 501(c)3 code that can be found at: <https://www.irs.gov/charities-non-profits/charitable-organizations>.
- e. Supplement the rules and regulations of the State of California that can be found at: <https://oag.ca.gov/charities>.

II. Obligations of the Board and Individual Directors

- a. Mission: TAOF is operated exclusively for the exempt purpose established in its mission and shall engage primarily in activities which further that mission.¹
- b. Directors' Role:
 - i. The directors are those persons with voting power on the Board of Directors responsible for the operation of TAOF. All corporate powers are exercised by or under the authority of the Board and the affairs of TAOF are managed under the direction of the Board.²
 - ii. The directors do not manage the day-to-day affairs of TAOF, but delegate that function to others. Directors must, however, exercise reasonable and prudent oversight with respect to corporate officers, agents, and employees to whom such affairs are delegated.
 - iii. In the performance of his or her duties, a director may rely on information and reports received from officers or employees of TAOF whom the director reasonably believes to be reliable and competent in the matters presented, as well as on professional advisors (e.g. attorneys, public accountants) and other persons with regard to matters the director reasonably believes are within the person's professional or expert competence. A director may also rely upon a committee of the board of which the director is not a member, as to matters within its jurisdiction, if the director reasonably believes the committee merits confidence.³
 - iv. Core Fiduciary Obligations of Directors
 1. Duty of Care
 - a. A director shall discharge his or duties as a director, including duties as a member of a committee:
 - i. In good faith;
 - ii. With the care of an ordinarily prudent person in a similar position would exercise under similar circumstances; and

¹ Treas. Reg. §1.501(c)(3)(1)

² SCC § 1-2-2-5210

³ SCC § 1-2-2-5231 (b)

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iii. In a manner the director reasonably believes to be in the best interests of TAOF.⁴

- b. The duty of care implies a duty of reasonable inquiry. Each director is obligated to ask questions and demand information to allow that director to have sufficient information and understanding to make decisions he or she reasonably believes are in TAOF's best interests.
- c. A director is not acting in good faith if the director has knowledge concerning the matter in question that makes reliance on advice from employees, officers, advisors and consultants, or other directors or board committees unwarranted.⁵

2. Duty of Loyalty

- a. Each director is obligated to exercise an undivided and unselfish loyalty to TAOF. Each director must exercise his or her obligations and powers in the best interests of TAOF and its charitable mission, not in his or her own interests or in the interests of another person or entity (even if charitable in nature).
- b. Each director must serve the best interests of TAOF and may not narrow his or her board role to serving the interests of a particular member, non-voting affiliate, or narrow segment or constituency within the community served by TAOF.
- c. Each director shall fully comply with TAOF's conflict of interest policy and code of ethics.
- d. Each director must refrain from taking corporate opportunities that rightfully belong to TAOF. A corporate opportunity is a business or personal opportunity that is known to the director because of his or her position as a director. A director may not personally benefit from an opportunity that rightfully belongs to TAOF. Each director is obligated to affirmatively protect the interest of TAOF and to refrain from doing anything that would deprive TAOF of profit or advantage which the director's skill or ability might bring to it.

3. Obedience to Purpose

- a. Each director is obligated to further the mission of TAOF, to be faithful to its purposes and goals, and to act in conformity with all laws affecting TAOF.

III. Manner of Governing

- a. The Board shall enforce upon itself whatever discipline is needed to govern with excellence.
- b. The Board shall cultivate a sense of group responsibility. The Board, not the staff, is responsible for governing with excellence. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than allowing individual expertise of directors to substitute for judgments that should be made by the Board as a body.
- c. The Board shall follow the Bylaws in implementing a governance structure and operations that are accountable to TAOF and its mission. In particular, it shall do the following:

⁴ SCC § 1-2-2-5231 (a)

⁵ SCC § 1-2-2-6215

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- i. Establish standing committees with charters and require that directors actively participate in such committees in accordance with the committee charters.
 - ii. Conduct regularly scheduled board meetings and expect that directors will attend (unless they have an excused absence) and actively participate.
 - iii. Adopt and monitor policies that assure adequate oversight of the affairs of TAOF, including of its officers and employees, adequate implementation of its programs, and compliance with the law.
- d. The Board shall assess its performance and the performance of individual directors at least annually. This self-assessment shall include monitoring of Board and director performance against policies related to governance and to relationships to the Executive Director and staff. This assessment may be conducted by a committee of the Board initially, especially regarding the performance of individual directors, but the Board shall engage in a discussion and self-assessment of its performance at least annually.
- e. The Board shall engage in periodic evaluation of whether it is fulfilling its obligations by asking for community input or by conducting a survey of the constituency served by programs.
- f. The Board shall direct, control and inspire TAOF through careful organizational planning to assure that TAOF is effectively pursuing its mission. The Board shall review its organizational plan at least annually and shall update it as needed to effectively pursue TAOF's charitable mission.

Adopted by the Board on 06/09/2019