

POLICIES & PROCEDURES MANUAL

Updated August 30, 2023

Mission, Vision, and Values

The mission of NMBTF is to create supportive environments in which breastfeeding is the cultural norm. NMBTF's vision is a world without barriers to breastfeeding. The values of NMBTF include evidence-based practice, respect for all, consistent messaging, support, all voices heard, diversity, inclusion, and transparency.

Purpose of this Manual

NMBTF strives for the best nonprofit organizational practices and an engaged membership. While not necessarily inclusive of every action NMBTF may undertake in the normal course of business, along with the organization's bylaws, this manual provides staff, members, Chapters, the board, and other volunteers with consistent, concise, and constructive guidance. The policies and procedures in this manual will be reviewed annually and updated as needed by those noted in the table below.

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Financial

Owner: Staff Accountant and Board Treasurer

Approved by Finance Committee May 31, 2021

Purpose: To describe the financial policies and procedures currently in use for NMBTF and to ensure that the financial statements conform to generally accepted accounting principles; assets are safeguarded; guidelines of grantors and donors are complied with; and finances are managed with accuracy, efficiency, and transparency. Each person with a role in the management of fiscal and accounting operations is expected to comply with the policies and procedures in this manual.

As noted in NMBTF's Bylaws Article VI Section 3, NMBTF's fiscal year is October 1 to September 30.

Division of Responsibilities

Board of Directors/Finance Committee

1. Ensures development and review of fiscal procedures, fundraising plans, grants, contracts, and the annual budget with the Executive Director and Board members
2. Reviews annual and periodic financial statements and information
3. Reviews and approves compensation guidelines
4. At least one member of the board will be appointed by the board to be an authorized signer on all the bank accounts
5. Treasurer, or Finance Specialist (or Designee), reviews monthly bank reconciliations by the 10th of the following month
6. Reviews and approves all expenditures outside of normal or budgeted operating costs
7. Approves auditors
8. Approves execution of any loan agreement

Executive Director

1. Prepares annual organizational budget for Finance Committee approval
 - a. Assists with preparation and approves annual development plan
2. Ensures adherence to annual budget and approves budget adjustments
3. Reviews and approves payment of all expenses of the organization and releases vendor payments that have been processed online
 - a. Delegates payment approval responsibility when critically necessary
4. Oversees invoice generation for accounts payable, approval, and archiving process
5. Reviews financial reports for accuracy and completeness
6. Is signatory for all bank accounts; has online access to review all bank activity
7. Approves changes to all bank accounts, including signatories
8. Is organizational signatory for contracts, agreements, policies, etc. within the scope of normal business
9. Oversees the adherence to all internal controls

Accountant

1. Reviews and processes approved program expenditures
2. Assists with preparation and advise on annual budget development
 - a. Reviews and advises on organizational development plan
 - b. Monitors grant and contract budgets, prepares budget adjustments

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3. Assists Executive Director with the development of program budgets and other financial matters as requested
4. Reviews and manages cash flow
5. Processes inter-account bank transfers
6. Reconciles bank accounts
7. Monitors and prepares grant/contract reports
8. Manages income and expense allocations across funding streams
9. Reviews, revises, and maintains internal accounting controls and procedures
10. Prepares monthly financial reports, end of year tax forms, and works closely with auditors, tax preparers and insurance agents
11. Completes annual reports as legally required such as reporting to Attorney General, etc.
12. Responsible for preparing all employee related payments and reporting
13. Responsible for accounting system and integrity of financial data

Expenses, activities, and contracts that require adjusting budget lines by less than a total of \$5,000 during any six-consecutive month period, only require the Executive Director and Accountant to be in agreement with subsequent notification to the Finance Committee of the Board. Items exceeding this amount must be approved in advance by the Finance or Executive Committee. (Approved by the Board 6/12/20.)

Chart of Accounts and General Ledger

NMBTF has designated a Chart of Accounts specific to its operational needs and the needs of its financial statements. The Chart of Accounts is structured so that financial statements can be shown by natural classification (expense type) as well as by funding source. The Accountant is responsible for maintaining the Chart of Accounts and revising as necessary.

The general ledger is automated and maintained using accounting software. All input and balancing is the responsibility of the Accountant.

Cash Receipts

Cash receipts generally arise from:

1. Contracts and Grants
2. Direct donor contributions and membership payments
3. Fundraising activities and conferences

The principal steps in the cash receipts process are:

All cash and checks received will be deposited by Accountant, Executive Director or her designee into the appropriate bank accounts and recorded in the accounting system. Grant and contract receipts posted directly to the bank will be verified and recorded by the Accountant. Receipts collected through electronic payment system will be recorded and posted to the accounting system by the Accountant. Charitable receipts will be issued to donors in accordance with IRS rules and regulations.

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Inter-Account Bank Transfers

The Accountant monitors the balances in the bank accounts to determine when there is a shortage or excess in the checking accounts. The Accountant completes Inter-account bank transfers on-line and records them in the accounting system.

Cash Disbursements & Expense Allocations

Cash disbursements are generally made for:

1. Payments to vendors for goods and services
2. Training and development
3. Meeting expenses (travel and per diem)
4. Reimbursements
5. Marketing/promotional materials

Payments are processed by the Accountant. All invoices are reviewed by the Accountant for accuracy, completeness and approval. All expenditures must be documented and approved, and receipts must be attached as necessary. The Executive Director, or her designee, approves all payments. Online direct pay transactions processed by the Accountant are approved and released by the Executive Director or her designee.

The Accountant reviews all requests for payment and:

1. Verifies expenditure, amount and approval
2. Verifies payment in is accordance with budget
3. Prepares electronic check or electronic funds transfer using online banking system
4. Files all backup documentation in the appropriate file

Invoices and Timesheets

The process by which invoices and timesheets are approved for staff and contractors ensures multiple levels of review.

1. Invoices and timesheets for the Clinical Team are submitted to the Executive Director.
2. Upon review and approval, the Executive Director submits invoices and timesheets to the Accountant. Invoices and timesheets for the Core Team are submitted directly to the Coreteam Leader.
3. The Coreteam Leader, upon her approval, submits invoices and timesheets to the Executive Director.
4. The Executive Director reviews and gives final approval to the Accountant to process payment.
5. The Accountant performs review as described above and prepares payment electronically through the bank for direct deposit or by direct bank check and notifies the Executive Director that payment is complete.
6. The Executive Director or her designee authorizes release of the funds to the payee.
7. If a regular bank check is needed, the Accountant will prepare the check for signature by one of the approved bank signers.
8. Invoices for WIC Breastfeeding Peer Counselors are submitted directly to the Accountant by the WIC Regional Managers. The Accountant performs review as described above and prepares payment electronically through the bank for direct deposit or by direct bank check and notifies

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the Executive Director that payment is complete. The Executive Director or her designee authorizes the release of funds to the payee.

NMBTF contractor payments will be bundled for approval and payment. All invoices received by the 10th of the month will be processed and paid by the 15th; all invoices received by the 15th of the month will be processed and paid by the 20th; and all invoices received after the 15th will be processed and paid by the end of the month.

Expense Allocations

Expenses that benefit more than one program can be allocated using a shared cost method.

Travel and Per Diem

In general, travel expenses are on a reimbursement basis and are to be included in regular invoices or NMBTF reimbursement forms with appropriate documentation and within required time frames. Travel cash advances or advances for program purchases will be made only under special conditions and pre-approved by the Executive Director.

Travel and associated travel expenses will be paid according to the following:

- **Staff/Contractors**
 - Mileage shall be reimbursed according to the IRS approved mileage reimbursement rate; ridesharing or use of rental vehicles is strongly encouraged for any travel beyond 100 miles one-way or when appropriate. Reimbursement should be included as a separate line item to include destination, reason of business, date of travel on monthly invoice.
 - Generally, in-State hotel shall be reimbursed at the averaged General Services Administration (GSA) approved rate for New Mexico cities. Differences from this rate and all out-of-State travel rates must be preapproved on case-by-case basis. Approved foreign travel will be paid based on the current per diem rates published by the US Department of State. The website rates are updated monthly for travel in foreign areas.
 - Generally, travel meals will be reimbursed up to the GSA averaged rate for New Mexico cities. Differences from this rate must be preapproved on a case-by-case basis. Travel meals occur at least 45 miles from home and when the course of business has lasted at least four hours, and meals incurred for overnight stays. Itemized receipts are required for all travel meals and must be included with destination, reason of business, and date of travel on monthly invoice.

- **Members**
 - Mileage shall be reimbursed according to the NMBTF approved mileage reimbursement rate as stated on the travel reimbursement form; ridesharing is strongly encouraged for any travel beyond 100 miles one-way or when appropriate. Reimbursement forms must be completed and submitted in accordance with published guidelines on the reimbursement form.
 - In-State hotel shall be reimbursed published on the NMBTF reimbursement form. Out of state travel rates will be preapproved on case by case basis.
- All contractors under the State of New Mexico contract for Breastfeeding Peer Counseling

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- o Travel and per diem expenses will be paid according to the State of New Mexico regulations as described in the New Mexico Register, Department of Finance and Administration, Title 2, Chapter 42, Part 2.

Credit/Debit Card Policy

Everyone who is authorized to carry an organization credit/debit card will be held personally responsible in the event that any charge is deemed personal or unauthorized. Unauthorized use includes personal expenditures of any kind; expenditures which have not been properly authorized; meals, entertainment, gifts, or other expenditures which are prohibited by budgets, laws, and regulations, and the entities from which NMBTF receives funds.

The receipts for all credit/debit card charges will be given to the Accountant along with proper documentation. The Accountant will verify all charges with the monthly statements and will ensure that they are properly authorized. Charges will be entered into the accounting system to the appropriate program.

The Executive Director will have a credit card and determine who receives credit cards. Credit card charges by the Executive Director within the normal or approved operating budget do not require additional approval.

Accruals

To ensure an accurate close of the General Ledger, NMBTF may book accrual entries. Accruals to consider:

1. End of period accounts payable
2. End of period contracts and grants receivable

The Accountant will be responsible for preparing accruals in accordance with generally accepted accounting principles.

Bank Account Reconciliations

1. All bank statements will be reconciled by the Accountant.
2. A review by the Accountant will include: a comparison of dates and amounts of deposits as shown in the accounting system and on the statement, a comparison of inter-account transfers, an investigation of any rejected items, a comparison of cleared checks with the accounting record including amount and payee.
3. The Accountant will verify that voided checks are appropriately voided and shredded.
4. The Accountant will investigate any checks that are outstanding over six months.
5. The Board Treasurer or Finance Specialist (or Designee) will review the bank statements and reconciliations by the 10th day of the following month.
6. The Accountant will attach the completed bank reconciliation to the applicable bank statement, along with all documentation and file in the appropriate file.
7. At least one board member will have access to the on-line bank accounts. A periodic review of bank activity will be performed.

Property and Equipment

Property and equipment include items such as:

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1. Office furniture and equipment
2. Computer hardware
3. Computer software

It is the organization's policy to capitalize all items which have a unit cost greater than or equal to five thousand dollars (\$5,000). Items purchased with a value or cost less than five thousand dollars (\$5,000) will be expensed in the period purchased. The depreciation period for capitalized assets is as follows:

Computer Hardware	36 months
Office Equipment	60 months
Office Furniture	60 months
Computer Software	36 months

Fixed Asset purchase information is maintained by the Accountant including date of purchase, asset description, purchase/donation information, cost/fair market value, donor/funding source and life of asset.

Depreciation is recorded at least annually. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets.

End of Month and Fiscal Year-End Close

1. At the end of each month and fiscal year end, the Accountant will review all balance sheet accounts including verification of the following balances: cash accounts match the bank reconciliations, fixed assets accounts reflect all purchases, accounts receivable and payable accounts match outstanding amounts due and owed.
2. The income and expense accounts review will include reconciliation to amounts received and expended.
3. Once the final fiscal year-end financial statements are prepared by the Accountant only the auditor's adjustments (if any) will be made into that year's ledgers.
4. At the end of the fiscal year, an outside CPA firm will conduct an independent audit (if required) and will prepare the annual Return for Organization Exempt from Income Tax (IRS Form 990). The return will be presented to the Accountant for review and revision, to the Executive Committee of the Board for final review, and to the Board Treasurer for signature.
5. All additional financial documents requiring approval or signature shall be submitted to the Executive Director for determination of appropriate signatory.
6. All other appropriate government filings including those required by the IRS, state tax board and attorney general's office will be completed and filed with the appropriate agency by the Accountant.

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Donation Solicitation

Owner: Executive Director

Approved by Finance Committee May 31, 2021

Purpose: To encourage both individual members and Local Chapters to collaborate with community partners when planning and implementing activities, events, and projects that support NMBTF goals and objectives. Individual members and Local Chapters should follow a standard protocol when soliciting donations on behalf of NMBTF.

Definitions

1. Member: An individual who has paid annual NMBTF membership dues and is active in a local Chapter or with a NMBTF program or project committee.
2. Local Chapter: An official NMBTF Chapter is recognized via the application process as part of NMBTF within a defined geographical area.
3. Charitable contributions: Cash, stocks, pledges, planned gifts, real estate and gifts-in-kind given to NMBTF within the organization guidelines.
4. Activities, Events, Projects: Efforts designed to support, promote, and protect breastfeeding and are supported within the organization's strategic plan. Can include World Breastfeeding Week, community meetings, fundraising events, etc.
5. Sponsorships: An individual or organization that contributes to NMBTF consistent with organization standards for supporting NMBTF efforts.
6. WHO International Code of Marketing of Breastmilk Substitutes:
www.unicef.org/nutrition/files/nutrition_code_english.pdf

Policy

NMBTF individual members and Local Chapters should follow a standard protocol when soliciting donations on behalf of the Task Force. Chapters and individual members should limit local requests to \$500 or less. If a request is greater than \$500, the Chapter chair or individual must contact the Coreteam Member or Coreteam Leader for assistance.

Procedures

1. Use official NMBTF letterhead and template.
2. The Local Chapter Chair and Treasurer must sign solicitation letter. If there is no Local Chapter in your community, please contact NMBTF to discuss.
3. The individual soliciting donations must be an active member of NMBTF and part of a Local Chapter and/or a program or project committee of NMBTF.
4. Stay compliant with the WHO International Code of Marketing of Breastmilk Substitutes: Donations may not be solicited from companies producing breastmilk substitutes, related equipment and complementary foods.
5. Provide receipt for each donation using receipt template. Thank you notes on NMBTF letterhead are required.
6. Send name of Chapter; name, date(s), and brief description of event; list of sponsors; copies of checks, and copies of receipts to NMBTF Executive Director or designee and Accountant Christine Kamm at christinekamm@yahoo.com.

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Gift Acceptance

Owner: Executive Director

Approved by Finance Committee November 12, 2019

Purpose: To define acceptance of any contribution, gift or grant to NMBTF.

Acceptance of any contribution, grant, or gift is at the discretion of NMBTF. NMBTF will not accept any gift unless it can be used or expended consistently with the purpose and mission of the organization.

Types of Gifts Accepted

- No irrevocable gift, whether outright or life-income in character, will be accepted if under any reasonable set of circumstances, the gift would jeopardize the donor's financial security.
- NMBTF will refrain from providing advice about the tax or other treatment of gifts and will encourage donors to seek guidance from their own professional advisors to assist them in the process of making gifts.
- NMBTF will accept donations of cash or publicly traded securities.
- Gifts of in-kind services will be accepted at the discretion of the organization.
- Certain other gifts, real property, personal property, in-kind gifts, non-liquid securities, and contributions whose sources are not transparent or whose use is restricted in some manner, must be reviewed prior to acceptance due to the special obligations raised or liabilities they may pose for the NMBTF.

Acknowledgment and Use

- NMBTF will provide acknowledgments to donors meeting IRS substantiation requirements for gifts received by the organization. This must also include a letter or thank you card.
- NMBTF will respect the intent of the donor relating to gifts for restricted purposes and those relating to the desire to remain anonymous. With respect to anonymous gifts, the NMBTF will restrict information about the donor to only those people with a need to know.
- NMBTF will not compensate, whether through commissions, finders' fees, or other means, any third party for directing a gift or a donor to NMBTF or a local Chapter.

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Vendor Review

Owner: Board Treasurer

Approved by Finance Committee Aug 30, 2023

Purpose: To define the process by which NMBTF issues vendor Request for Proposals (RFPs), reviews proposals, accepts and interacts with vendors for services.

To ensure against conflicts or potential conflicts of interest and to ensure the best possible price and delivery of outside vendor relationships, the Board will review all vendor relationships on a rotating basis every five years. These relationships will include, at least, insurance, and audit.

The Board will review bids from a variety of vendors and select the bid which best serves NMBTF.

The Executive Director, Accountant, and/or the Board Treasurer or other member of the Finance Committee may assist in crafting RFPs and seeking bids for presentation and recommendation by the Finance Committee. Final bids with a report on the process may then be presented to the Board for final vote.

Bids and decisions will be documented in minutes of the Board.

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Cash Reserve Policy

Owner: Staff Accountant and Board Treasurer

Approved by Finance Committee August 28, 2020

Purpose: To ensure the stability of the mission, programs, and ongoing operations of NMBTF. The Cash Reserve Policy is established by the Board of Directors. The minimum amount to be designated as Cash Reserves will be established in an amount sufficient to maintain ongoing operations and programs for a set period of time, measured in months. The Cash Reserves Policy will be reviewed and adjusted periodically if needed in response to internal and external changes.

Definitions and Goals

Cash Reserves will be equal to three (3) months of average operating costs excluding the State of New Mexico contract pass-through funding. The amount included in the minimum Cash Reserves for the State contract to ensure operating efficiency for reimbursement will be equal to \$20,000.

The calculation of average monthly operating costs includes all recurring, predictable expenses such as salaries and benefits, occupancy, travel, program, and ongoing professional services. The calculation of average monthly expenses excludes expenses such as pass-through contracts and one-time or unusual purchases. The dollar amount of the minimum Cash Reserve will be calculated each year after approval of the annual budget.

Intended Uses

Cash Reserves are intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, or an unanticipated loss in funding. The Reserves may also be used for one-time, nonrecurring expenses that will build long-term capacity, such as investment in infrastructure or start-up costs of new programs. Cash Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

Funding of Reserves

Cash Reserves will be funded with surplus unrestricted operating funds and may also include restricted savings account balances if the average monthly operating costs calculation includes restricted expenditures (such as grant funding) in which a lump sum is received at the start of the grant period. The Board of Directors may from time to time direct that a specific source of revenue be set aside as Cash Reserves, such as one-time gifts or bequests, special grants, or special appeals.

Use of Reserves

Use of the Cash Reserves requires the following:

- 1. Identification of appropriate use of reserve funds**

The Executive Director will identify the need to access the reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this Policy. This step requires analysis of the reason for the shortfall, the availability of any other sources of funds before using reserves, and evaluation of the time period that the funds will be required and replenished.

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2. Authority to use operating reserves

The Executive Director will submit a request to use Cash Reserves to the Finance Committee of the Board of Directors. The request will include the analysis and determination of the use of funds and plans for replenishment. NMBTF's goal is to replenish the funds used within a maximum of 12 months to restore the Cash Reserve Fund to the targeted amount. If the approved request is greater than \$5,000 or 25% of the total current Reserve amount, it will require approval by the Board of Directors, in addition to the Finance Committee's approval.

The request must receive prior approval from the Board of Directors if the Operating Reserves will take longer than 12 months to replenish.

3. Reporting and monitoring

The Executive Director is responsible for ensuring that the Cash Reserves are maintained and used only as described in this Policy. Upon approval for the use of Cash Reserves, the Executive Director will maintain records of the use of funds and the plan for replenishment and will provide regular reports to the Finance Committee of progress to restore the Reserves to the target amount. The Finance Committee will convey these reports to the Board.

Generally, the amount in reserves will be included in the quarterly financial report to the Board.

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Investment Policy

Owner: Staff Accountant and Board Treasurer

Approved by Finance Committee August 28, 2020

Purpose: To provide a clear statement of NMBTF's investment objective, to define the responsibilities of the Board of Directors and other parties involved in managing NMBTF's investments, and to identify or provide target asset allocations, permissible investments, and diversification requirements.

The overall investment objective of NMBTF is to maximize the return on invested assets while minimizing risk and expenses. This is done through prudent investing and planning, as well as through the maintenance of a diversified portfolio.

General Provisions

- All transactions shall be for the sole benefit of NMBTF.
- The investment policy will be reviewed and adjusted periodically if needed in response to internal and external changes.
- Any investment that is not expressly permitted under this Policy must be formally reviewed and approved by the Board of Directors.
- The Board of Directors will endeavor to operate NMBTF's investment program in compliance with all applicable state, federal, and local laws and regulations concerning management of investment assets.
- Investments shall be diversified with a view to minimizing risk.

Board Responsibility

The Board of Directors has ultimate responsibility for the investment and management of NMBTF's investment assets.

- The Board may delegate authority over NMBTF's investments to the Finance Committee of the Board.
- The Board or Finance Committee may hire outside experts as investment consultants or investment managers.

Finance Committee Responsibility

The Board, or if authority is delegated, the Finance Committee, is charged with the responsibility of managing the investment assets of NMBTF. The specific responsibilities of the Board or the Finance Committee, as applicable, include:

1. Communicating NMBTF's financial needs.
2. Determining NMBTF's risk tolerance and investment horizon and communicating these to the appropriate parties.
3. Establishing reasonable and consistent investment objectives, policy guidelines, and allocations which will direct the investment of the assets.
4. Prudently and diligently selecting qualified investment professionals.
5. Regularly evaluating the performance of investments to assure adherence to policy guidelines and to monitor investment objective progress.

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Investment Professional Responsibility

Each investment professional will invest assets placed in his, her, or its care in accordance with this investment policy. Each investment professional will have full discretion in making all investment decisions for the assets placed under his, her, or its care and management, while operating within all policies, guidelines, constraints, and philosophies outlined in this Investment Policy. Specific responsibilities include:

1. Discretionary investment management, including decisions to buy, sell, or hold individual securities, and to alter allocation within the guidelines established in this policy.
2. Reporting, on a timely basis, monthly investment performance results.
3. Communicating any major changes in the economic outlook, investment strategy, or any other factors that affect implementation of the investment process.
4. Informing NMBTF regarding any changes in portfolio management personnel, ownership structure, investment philosophy, etc.
5. Administering NMBTF's investments at reasonable cost, balanced with avoiding a compromise of quality. These costs include, but are not limited to, management and custodial fees, consulting fees, transaction costs and other administrative costs chargeable to NMBTF.

General Investment Guidelines

NMBTF is a tax-exempt organization. This tax-exempt status should be taken into consideration when making investments.

- Cash reserves shall be maintained in accordance with the Cash Reserve Policy.
- Transactions shall be executed at reasonable cost, taking into consideration prevailing market conditions and services and research provided.
- NMBTF will maintain a reasonable diversification of investment assets between asset classes and investment categories.
- Asset allocation shall be predicated on the following factors:
 1. Historical performance of capital markets adjusted for the perception of the future short and long-term capital market performance.
 2. The correlation of returns among the relevant asset classes.
 3. The perception of future economic conditions, including inflation and interest rate assumptions.
 4. Liquidity requirements for projected expenditures.
 5. The relationship between current and projected assets and liabilities.

NMBTF will determine asset allocations, based on investment objectives and cash needs. The following assets may be utilized: Cash & Equivalents, Fixed Income, Equities.

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Conflict of Interest

Owner: Board Secretary

Approved by Board Chair December 2018

Purpose: To protect NMBTF's interest when the organization is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Definitions

1. *Interested Person*

Any director, principal officer, staff, contractor, or member of a committee or Chapter with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2. *Financial Interest*

A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which NMBTF has a transaction or arrangement,
- b. A compensation arrangement with NMBTF or with any entity or individual with which the organization has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the organization is negotiating a transaction or arrangement.

3. *Compensation* includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

4. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Procedures

1. *Duty to Disclose*

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

2. *Determining Whether a Conflict of Interest Exists*

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

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3. *Procedures for Addressing the Conflict of Interest*

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee may appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether NMBTF can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in NMBTF's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. *Violations of the Conflicts of Interest Policy*

- a. If the governing board or committee has reasonable cause to believe an interested person has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the interested person's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the interested person has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Compensation

- a. A voting member of the governing board who receives compensation, directly or indirectly, from NMBTF for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from NMBTF for services is precluded from voting on matters pertaining to that member's compensation.

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- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from NMBTF, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflict of interest policy.
- b. Has read and understands that policy.
- c. Has agreed to comply with the policy, and
- d. Understands that NMBTF is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Periodic Reviews

To ensure NMBTF operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to NMBTF's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Use of Outside Experts

When conducting the periodic reviews as provided for above, NMBTF may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

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Code of Conduct

Owner: Board Secretary

Approved by Board Chair December 2018

Purpose: To allow NMBTF to preserve its long tradition of integrity and credibility with the public and within the organization while providing a format for networking among those who support breastfeeding women in New Mexico, coordinating activities that will enable New Mexico to attain the breastfeeding goals established by the U.S. Surgeon General and the U.S. Public Health Service, and supporting local chapters and clients throughout the State of New Mexico.

Service

1. Always act with fairness, honesty, integrity and openness; respect the opinions of others and treat all with equality and dignity without regard to gender, race, color, creed, ancestry, place of origin, political beliefs, religion, marital status, disability, age, or sexual orientation.
2. Promote the mission and objectives of NMBTF in all dealings with the public on behalf of the organization and within the organization.
3. Provide a positive and valued experience for those receiving service within and outside NMBTF.
4. In working with families, all NMBTF staff, volunteers, Board, and Chapter members will practice a hands-off approach, respecting individuals' and families' privacy.

Accountability

1. Act with honesty and integrity and in accordance with any professional standards and/or governing by-laws, policies, and procedures that have application to the responsibilities performed for or on behalf of NMBTF.
2. Comply with both the letter and the spirit of any training or orientation provided by NMBTF in connection with those responsibilities.
3. Adhere to the policies and procedures of NMBTF and support the decisions and directions of the Board of Directors and its delegated authority.
4. Take responsibility for actions and decisions. Follow reporting lines to facilitate the effective resolution of problems. Ensure that you do not exceed the authority of your position.

Confidentiality

1. Respect and maintain the confidentiality of information gained as an officer, director, volunteer, member, staff, or contractor, including, but not limited to, all computer software and files, documents and printouts, and all records.
2. Respect and maintain the confidentiality of individual personal information gained through service to NMBTF, for example, in support groups, meetings and service programs.

Personal or Sexual Harassment

NMBTF has a zero-tolerance policy with respect to Personal/Sexual Harassment. Personal/Sexual Harassment in any form is strictly prohibited and may be grounds for termination from NMBTF.

Sexual harassment is any conduct, comment, gesture, or contact of a sexual nature that one would find to be unwanted or unwelcome by any individual, or that might, on reasonable grounds, be perceived by that individual as placing a condition of sexual nature on employment or career development.

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Personal harassment means any conduct whether verbal or physical that is discriminating in nature, based upon another person's race, color, ancestry, place of origin, political beliefs, religion, marital status, physical or mental disability, sex, age or sexual orientation. It is discriminatory behavior, directed at an individual, that is unwanted or unwelcome and causes substantial distress in that person and serves no legitimate work-related purpose.

Implementation

Strict observance of this Code of Conduct is fundamental to the activity and reputation of NMBTF. It is essential that all direct service program volunteers, contractors, staff, members, officers and directors adhere to this Code.

Reported violations of this Code of Conduct will be reviewed by the Executive Director and Board Secretary who may investigate the report and submit recommendations for action to the Board Chair.

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Meeting Etiquette

Owner: Board Secretary

Approved by Board December 2018

Purpose: To support the passion and engagement of all NMBTF members, working together in a positive environment toward the organization's mission.

At all local and statewide meetings, we will participate using the following ground rules:

- Praise, affirm, and uplift.
- Don't criticize, condemn, or complain.

Treat everyone with respect and respect their views

- Actively listen by asking questions.
- Don't interrupt. Allow people to finish making their point.
- Don't monopolize the discussion. Make your point clearly and concisely.
- Try to honestly see things from the other person's point of view.
- When there is disagreement, begin with sincere praise. Confrontation means "bringing heads together" to create a better idea.
- Respect the views of all participants.

Meeting Etiquette

- Come to the meeting on time.
- Be prepared to be productive.
 - Read documents sent before the meeting.
 - Avoid electronic distractions. Turn off cell phones.
 - Keep side conversations to a minimum.
 - Participate in the meeting. We need your ideas.
- If the group is not able to gain consensus, it may be wise to table the discussion.

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Board Elections

Owner: Board Secretary

Approved by Board March 5, 2021

Purpose: To ensure a standardized, fair, and transparent process for the NMBTF Members to elect Board members and officers, in accordance with the Bylaws.

Elections will coincide with the spring NMBTF Conference and Membership Meeting in March or April whenever possible.

Vacancies

When a vacancy develops in a specific named Board position midterm, the Board may appoint a NMBTF member to that position to serve to the end of the original term and then shall be eligible for election at the end of that term. Term limits begin with the first election to the role. Member-at-large positions will not be replaced by appointment.

Meeting Attendance

Board officers and members must attend at least three quarterly meetings each year, to be tracked and reported at each meeting. Board members who fail to attend the required number of meetings or who do not regularly respond to or participate in electronic or other communication may be removed from the Board, per Article V, Section 11b. Emergency Code of Conduct violations may be addressed Article V, Section 11c.

The Board Chair will notify Board officers and members of attendance issues and when a board vote on this issue is on the agenda so that they may speak to their attendance variance before a board vote. The Board officer or member may choose to resign from the NMBTF Board in lieu of the vote for potential board removal.

Terms

Per the Bylaws, Board members and officers shall be elected to serve one three-year term and are eligible for no more than two consecutive terms in the same office. Former Board officers may only run for the same office they previously held following a two-term hiatus from that office; they may hold a different board position during that hiatus period.

- Board Officers (Chair, Secretary, Treasurer) who wish to run for a second term in the same office will follow the election policy, as outlined below.
- Board Members who wish to serve for a second term:
 - o Must state intention to continue board service to Board Secretary
 - o Must be in good standing (code of conduct, attendance, financial policies, etc.)
 - o The board will vote on continuation of member's board service for next term with a simple majority vote at the board meeting in April or May that coincides with elections.

Process

1. Notification of open Board positions will be sent to the Membership at least one month prior to the election meeting.
 - Notifications can be sent as soon as an upcoming need for recruitment is identified.

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2. Nominations are accepted by the Board Secretary and shall include:
 - Answers to nomination questionnaire
 - Demographics, intent to run statement, and bio
 - Résumé (if available)
3. Nominations are moved to the Board for review.
 - If active, the Board Recruitment Committee would review nominations.
 - If no active Board Recruitment Committee, the Board as a whole would review nominations.
 - At a minimum, board nominations will be reviewed for background, expertise, and according to board matrix needs.
4. Nominations require a board vote to be placed on ballot.
 - Electronic vote or Special meeting format
 - o Board Secretary and Executive Director collaborate to determine best method and tool for that election cycle.
 - Nomination packets and nominee evaluation forms are presented for each nominee.
 - Approval is by simple majority vote of board members, once quorum is met.
5. Board Secretary will notify candidates of outcome and status for next ballot.
 - The ballot must include both a YES and a NO option for members to choose between for each candidate.
 - Candidates are elected if they receive a majority of YES votes from the valid ballots received.
6. For nominations moving forward to the ballot, NMBTF resources (including member emails and social media) will be used to share information about all candidates in a standardized and fair manner and will not promote any particular candidate(s).
 - Any personal or contact information, including phone number, email address, and physical address, will be removed from all shared documents. If documents such as a résumé are shared, personal or contact information will be blacked out or otherwise removed prior to sharing or posting.
7. Campaigning for elections may occur under the following conditions:
 - Through NMBTF newsletters and official communications where all candidates are offered an equal opportunity.
 - To individuals only before or after scheduled board and member meetings and only face-to-face.
 - Calls, emails, or texts to individual NMBTF members for the purpose of campaigning is discouraged.
8. At the election Membership meeting, all active members will be offered the opportunity to vote. All candidates will have an equal amount of time to present at the Membership meeting.
 - New Members who join **before** the elections Membership meeting may vote in the election at that time.
 - New Members joining after the time of the membership election meeting are not eligible to vote in that election

Board Committees

Owner: Board Chair

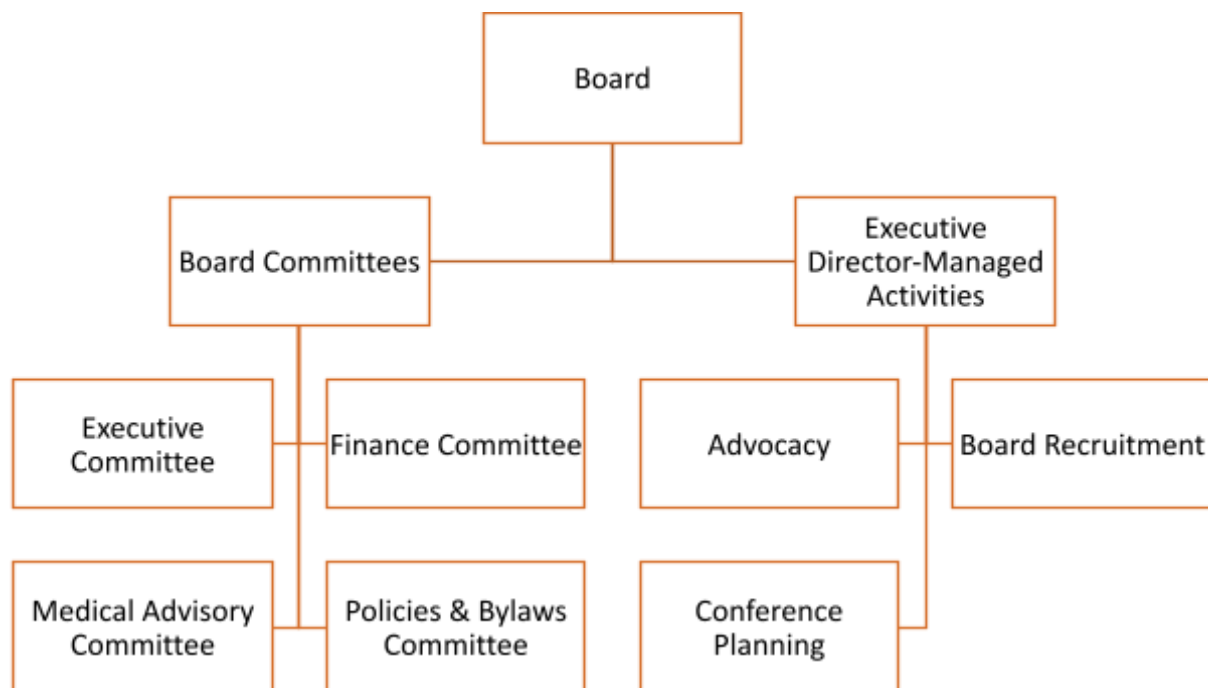
Approved by Board March 2021

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Purpose: In accordance with NMBTF Bylaws Article VI NMBTF Committees, Section 3: Standing and Other Committees, this policy outlines the hierarchy, purpose, and meeting schedule for Board Committees.

Process



Committee	Committee Chair	Members	Meetings	Goal/Purpose
Standing Board Committees				
Executive Committee	Board Chair	Board Treasurer and Board Secretary	As needed	Support of the Board
Finance Committee	Board Treasurer	Executive Director and Accountant May include other Board members and/or Board Chair	Bimonthly or Quarterly, per the Board Treasurer	<ol style="list-style-type: none"> 1. Oversight of NMBTF's financial status 2. Draft and recommend annual budget to Board 3. Present financials regularly to Board Review and update Financial Policies & Procedures
Medical Advisory Committee	Board Medical Liaison	Other designated Board Members	Monthly or as needed	<ol style="list-style-type: none"> 1. Activities aligned with communication process Review NMBTF program documents as needed

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Board-level Committee (not Standing Committee)				
Policies & Bylaws Committee	Board Secretary	Executive Director, Board Treasurer for financial policies May include other Board members	At least once annually	Annually review and recommend updates to the Bylaws and Policies & Procedures Manual
Staff-managed Activity with Board support				
Advocacy	Executive Director	Board Members, Staff, and/or NMBTF Members	As needed	1. Support advocacy efforts May draft advocacy agenda for Board approval
Board Recruitment	Executive Director	Board Chair or Immediate Past Chair Other Board Members as needed	At least once annually	1. Manage Board Officer and Members' Terms of office 2. Identify Board nominees Encourage NMBTF Members to run for the Board
Conference Planning	Executive Director or Staff Designate	Volunteers and Board Members, to be determined annually	Monthly year-round except April	Plan and execute annual conference

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Executive Director Hiring

Annual Executive Director and Board Evaluations

Owner: Board Chair

Approved by Board September 11, 2020

Purpose: To document the procedure for the Board to hire an executive director (ED) for NMBTF, either as a contractor or an employee, and to annually evaluate both the ED and the board itself.

Policy

The NMBTF Board is responsible for the hiring, management, and evaluation of the ED. While the ED typically works most closely with the Board Chair, the Executive and other Committees, it is the responsibility of the entire board to establish a process to hire, support, and evaluate the ED.

In addition, the NMBTF Board should annually evaluate their effectiveness as a governing body and develop action items to address any deficits in performance, communication, or efficacy.

Procedures

Hiring the ED

1. The Board will establish an ad hoc committee to include the Board Chair and at least two other board members for the purpose of hiring an ED.
 - a. If hiring the ED as a contractor, the hiring committee will confirm the desired scope of services and identify the preferred contractor.
 - b. If hiring the ED as an employee, the hiring committee will develop a job description, post an ad for applicants, and conduct the interview process.
2. The hiring committee will present its recommendation for ED to the board at a regular or special meeting for approval by the board.
3. Once the ED is onboard, the ED's annual goals will be confirmed by the Board Chair. These goals will typically relate to the strategic plan, the annual action plan, and the budget.

Annual Evaluation of the ED

1. As part of the onboarding process for the new ED, the Board Chair will confirm the date of the ED's annual evaluation, present the evaluation matrix, and clarify any questions about the evaluation process.
2. At least one month prior to the evaluation, the Board will establish an ad hoc committee to include the Board Chair and at least two other board members for the purpose of evaluating the ED.
3. The ED evaluation committee will send the evaluation matrix as a survey to all board members for their input.
4. The ED evaluation committee will summarize the survey results.
5. During a closed meeting of the board that does not include the ED or other staff, the ED evaluation committee will present the survey results and summary. Final notes and comments by board members will be included in the final evaluation.
6. The ED evaluation committee will meet with the ED to present the evaluation.
7. The ED will have 10 days to respond (in person or in writing) to the full board.

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8. The evaluation and the ED's response (if any) are placed in the ED's personnel file.

Annual Board Self-Evaluation

1. The board will conduct an annual self-evaluation. The date of the process will be confirmed when the schedule of regular board meetings is confirmed at the beginning of each calendar or fiscal year.
2. At least one month prior to the evaluation, the Board will establish an ad hoc committee to include the Board Secretary or Treasurer and at least two other board members for the purpose of conducting the board self-evaluation process.
3. The board evaluation committee will send the self-evaluation survey to all board members and the ED.
4. The board evaluation committee will summarize the survey results.
5. During a regular board meeting, the board evaluation committee will present the survey results and summary. Final notes and comments by board members and the ED will be included in the final evaluation.
6. If and as needed, the board and ED will work together to develop action items that address any deficits in performance, communication, or efficacy by the board.

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Membership: Classification & Dues

Owner: Board Secretary

Approved by Board June 4, 2021

Purpose: To describe member classification and dues for NMBTF, as referenced in the NMBTF Bylaws Article II Section 3 and in accordance with the Bylaws Article II Sections 1 and 2.

This policy also relates to the Board Elections Policy because only NMBTF members may vote in NMBTF elections.

Policy

There are four classifications of NMBTF membership:

1. Individual Members meet the eligibility criteria for membership as outlined in the Bylaws.
2. Student, Peer Counselor, and Certified Lactation Counselor (CLC) Members meet the eligibility criteria for membership and are either currently enrolled in an educational program or institution or currently serve as peer counselors, CLCs, or other lactation paraprofessionals.
3. Nonprofit and Government agencies that are WHO Code compliant may apply for Agency Membership and, as such, may designate two employees to represent them in NMBTF activities and discussions as voting members.
4. Businesses that are WHO Code compliant may apply for Business Membership and as such, may designate four employees in the application who will be voting members.

Exceptions to the WHO Code compliant restriction may be granted for organizations on the Baby Friendly Designation pathway and for outpatient settings that have committed to a path of WHO Code compliance.

Annual dues shall be established for each Member Classification by the Policy & Bylaws Committee of the NMBTF Board. "Annual" means one year from the month when membership dues are paid.

Fees are waived for incarcerated pregnant or breastfeeding mothers during the time of their incarceration; other fee waivers may be available by request to the Executive Director.

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Chapter Guidelines

Owner: Executive Director

Approved by Executive Director May 15, 2021

Purpose: To support the engagement of NMBTF members through local Chapters and to align the goals, processes, and procedures of local Chapters toward NMBTF's mission.

Member Benefits

NMBTF holds quarterly meetings for all members and coordinates an annual lactation professional conference bringing people from all over the country, and the world, together to increase the sharing of skills, information, and resources.

Benefits include:

- NMBTF educational and promotional materials
- IBCLC exam reimbursement opportunities
- Regional and statewide networking
- Member rates at NMBTF sponsored events
- Free childcare at NMBTF Quarterly Meetings
- Travel reimbursement opportunities, based on need and availability, to attend NMBTF Quarterly Meetings
- Access to lactation information, professionals, and resources
- Technical assistance and tool kits
- Regular updates regarding evidenced-based breastfeeding practices, advocacy efforts, resources, and upcoming events
- Leadership, voice, and vote in determining the future direction and focus of NMBTF

There are several membership options, with information available at www.breastfeedingnm.org. Membership fees may be paid online or in person during the annual conference. All Members must adhere to the NMBTF Code of Conduct.

Chapter Engagement

NMBTF Chapters, named after their region or county, include breastfeeding moms (past and present), breastfeeding advocates, breastfeeding professionals, and families that support breastfeeding. Chapters are diverse, community-oriented, local cohorts of people who come together under NMBTF.

Chapter participation comprises individual NMBTF members and participating representatives of organizations with NMBTF membership. All Chapter members are strongly encouraged to be NMBTF members.

Chapters work within their communities to normalize breastfeeding by improving breastfeeding policies, increasing support resources, bringing stakeholders together, and providing safe and supportive environments for breastfeeding moms and families.

At all times, Chapter members will adhere to the NMBTF Code of Conduct (in the NMBTF Policies & Procedures Manual).

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Forming a Chapter

Chapters are not separate entities or separate regional task forces, but part of NMBTF. NMBTF Chapters are not eligible for 501c3 status and are subject to NMBTF bylaws and policies. Forming a local NMBTF Chapter requires the steps and commitments outlined below.

Chapters may be formed to help:

- Assess breastfeeding rates in the local community and identify areas that could use support
- Collaborate with local stakeholders for well-organized breastfeeding support resources and effective client referrals
- Bring about more effective and efficient delivery of programs and services while forging new partnerships
- Pool resources of local organizations and individuals, in reduce duplication of efforts
- Increase communication among local groups, breaking down silos and stereotypes
- Plan and launch community-wide breastfeeding related initiatives
- Normalize breastfeeding as a visible voice for change

To establish a NMBTF Chapter:

1. Become a NMBTF member
2. Become familiar with the Chapter Guidelines
3. Complete a NMBTF Chapter application by contacting the Coreteam Member
4. Select a chairperson
5. Select a co-chairperson (optional, but recommended)
6. Select a treasurer (following the rules below)
7. Contact the Coreteam Member to understand Chapter funding opportunities and requirements
8. Choose a Chapter name

In an effort to represent each region thoughtfully and to maintain consistency across Chapters, each Chapter will be named “The (county or region) Chapter of the New Mexico Breastfeeding Task Force.”

When you submit your chapter application, provide two preferred name choices for your Chapter, within the above parameters. Upon receipt of your application, we will confirm your Chapter’s name. All official documents will be listed under your Chapter’s name.

Guidelines for WIC Peer Counselors

- Breastfeeding Peer Counselors (PCs) are DOH contractors through WIC. PCs are not NMBTF contractors or employees. As a result, PCs, as DOH contractors, may serve as officers for Chapters.
- PCs can join NMBTF at a discounted rate.
- All Chapter participants are strongly encouraged to become NMBTF members.
- All Chapter Officers (Chair, Co-chair & Treasurer) are required to be NMBTF members.
- PC time spent with Chapter work is volunteer time, the same as all Chapter members, and cannot be billed.

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Chapter Funding

All Chapters in good standing can apply for and receive NMBTF funding to fulfill action and event plans and World Breastfeeding Week activities. Chapter members who apply for funds from NMBTF or conduct local fundraising activities for their Chapter must be current NMBTF members, regularly attend Chapter meetings and activities, and cannot be WIC BPCs. Local Chapters will not typically have separate accounts from NMBTF.

To avoid overlap in fundraising requests and related confusion with potential funders, Chapters should normally limit their local grant requests to \$500 or less. If a Chapter has the opportunity to apply for a grant that is \$500 or more, the Chapter Chair must contact the appropriate Outreach Specialist or the Deputy Director at least 30 days prior to the grant deadline or as soon as possible.

All Chapters must adhere to NMBTF's Donation Solicitation, Gift Acceptance, and Vendor Review Policies and Procedures.

A fundraising toolkit is available for Chapters and includes templates to request cash or in-kind donations, thank you letters, tracking spreadsheets, financial documentation, etc.

NMBTF requires 10% of all grants for central operating costs (accounting, bank and other fees, management and oversight, office, promotions/marketing, sustainability, etc.). Please ensure that funding pursued by your chapter is sought in alignment with Chapter Action Plans that allocate funding amounts for specific activities.

Reporting

1. Funding

Chapters are not independent 501c3s, but part of NMBTF which carries the legal burden in case of mismanagement. Therefore, reporting is required both to NMBTF on the Action Plans (to receive funds) and to the funder(s) on all grants.

2. In-Kind Gifts

Chapters should follow NMBTF Donation Solicitation Policy and Procedures and track all in-kind donations with estimated value, including donated meeting space, copies, supplies, etc.

3. Activities and Engagement

Quarterly Chapter reports are required. These reports cover a three-month period and are used to support the Outreach Team presentation at quarterly Membership meetings. The due dates are scheduled accordingly.

Each quarterly report must include the Chapter's meeting dates and agendas, attendance and member status, Chapter successes, challenges, and lessons learned, as well as support needed. Chapters with funded action plans must also include action plan updates and current related budgets.

All reports must be submitted to the designated Coreteam Member at contact@breastfeedingnm.org by the due dates outlined below:

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- December to February: due first Friday of March
- March to May: due first Friday of June
- June to August: due first Friday of September
- September to November: due first Friday of December

Failure to submit a quarterly report by the due date may put a Chapter's "good-standing" status and future funding at risk.

Chapter Meetings and Membership

Chapter meetings gather like-minded people in your community to work on the common goal of normalizing and increasing breastfeeding rates and success throughout New Mexico.

Anyone can join a local NMBTF Chapter by becoming a NMBTF member and participating in local Chapter initiatives; however, NMBTF contractors and staff may not hold officer positions in Chapters. All Chapter members are expected to adhere to NMBTF Policies and Procedures, including the Code of Conduct, to support the mission of the NMBTF.

Chapters are advised to keep a regular meeting schedule, to plan and communicate meaningful and engaging agendas. The size of membership and time needed to plan current projects will determine how frequently meetings need to be hosted. Most chapters meet once a month.

Chapter membership should be diverse in all demographics, including a mix of professionals and lay people. Consider inviting local community members such as

- Breastfeeding moms and families
- Local mother's groups
- Expecting moms and families
- Local advocates
- CHWs, IBCLCs, RNs, Midwives, Pediatricians & OB/GYN Providers
- County Health Office Staff (WIC Nutritionists and Public Health Nurses)
- La Leche League Leaders
- Home visiting professionals
- Local business people with interest in health or children

There are many places that may allow local Chapters to meeting space for free. Some places to consider include: a conference room in a health office, hospitals, birthing centers, libraries, community centers, schools, coffee shops, and homes.

Chapters should promote local community resources at meetings. Chapters can also increase participation and visibility, thereby normalizing breastfeeding, by participating in events sponsored by the local chamber of commerce, local parks and rec department, community centers, schools and daycares, newspapers, local La Leche League groups, church groups, and other local organizations.

Maintaining Chapter Status

NMBTF Chapters in good standing will:

- Adopt the NMBTF mission statement

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- Manage their Chapter in accordance with NMBTF Policies and Procedures
- Align Chapter communications and public relations efforts with the Communications and Social Media Policies and Procedures, in collaboration with NMBTF staff
- Submit reports as outlined in the Chapter Guidelines
- Have an active chair and treasurer
- Convene a minimum of 6 Chapter meetings per year
- Participate in virtual collaborative meetings with NMBTF and other Chapters

NMBTF Chapters will be rendered inactive for failure to report in the time and manner described above, mismanagement of funds, non-compliance with the NMBTF mission and goals, and/or prolonged vacancies of Chapter officer positions.

Chapter Officers

Chapters may set term limits for their officers, but, regardless of term limits, all NMBTF Chapter officers must maintain high standards of conduct and accomplish the following:

- Manage their Chapter in accordance with NMBTF Policies and Procedures
- Align Chapter communications and public relations efforts with NMBTF marketing and Policies & Procedures
- Submit reports as outlined in the Chapter Guidelines
- Convene a minimum of 6 Chapter meetings per year, setting agendas, communicating with their Chapter membership, and collaborating positively with NMBTF staff, including Outreach Team members
- Participate in virtual collaborative meetings with NMBTF and other Chapters

NMBTF Chapter Officers who do not accomplish these tasks will be removed from Chapter leadership. Failure to report regularly to NMBTF, mismanagement of funds, non-compliance with NMBTF mission and goals, and/or lack of leadership in conducting Chapter meetings may result in immediate removal as a Chapter officer.

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Communications

Owner: Executive Director

Approved by the Board December 11, 2020

Purpose: To provide guidelines for communications and social media use so that staff, volunteers, members, Chapters, and Board members may engage in and promote NMBTF's mission, goals, meetings, programs, local Chapter events and activities, in alignment with NMBTF's communications.

Security

Social media accounts that represent NMBTF should be handled with the same access and oversight as the website and other outreach materials. As an example, the Facebook page for a group will allow multiple people to post for the group, but the person posting would be visible by the group admin, fulfilling the minimum conditions of access and oversight. See General IT Policies for further information about social media security.

Engagement

Staff, volunteers, members, Chapters, and Board members are encouraged to promote NMBTF and their local Chapters by leveraging their social media and other media relationships and networks and to populate the organization's pages with interesting and informative content.

Guidelines

- Support the mission and goals of NMBTF and local Chapters.
- Be honest about your identity: "As a member of the board of NMBTF..."
- Make it clear that the views expressed are yours alone.
- Use common sense.
- Validate the accuracy of your post *before* posting. The Medical Advisory Committee of the Board may review any NMBTF-related communications for medical accuracy.
- Remember that all communication remains in cyberspace. Respect the privacy of offline conversations.
- Don't write anything you wouldn't say in public.
- Don't cite or reference clients, partners, volunteers, vendors, or others without their permission and approval.
- Work with NMBTF staff for media and other public relations in your local community.

Procedures

All official communication from NMBTF will be approved by the Medical Liaison (or designate), the NMBTF Chair, the ED, and the Communications Specialist within 72 hours of initial request, or note reasons that the normal timeline cannot be accommodated.

Any controversial issue to which NMBTF is asked to contribute (as determined by the Board Chair or the Medical Liaison/designate) will be reviewed by the full Medical Advisory Committee. In all cases, the Committee will issue a recommendation to the Board Chair and Executive Director within 72 hours or note reasons that the normal timeline cannot be accommodated.

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Inclusive Language Policy

NMBTF is committed to creating an environment that is welcoming and inclusive of all types of families and individuals and affirms and respects how people describe, express, and experience various components of their identity. It is the policy of NMBTF that its contractors ~~to~~ make every effort to use inclusive language when preparing official NMBTF communication, documents and/or handouts or use a disclosure when it is not possible to do so.

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Record Retention

Owner: Board Treasurer

Approved by Finance Committee November 2020; by Board December 11, 2020

Purpose: To provide guidelines for NMBTF to preserve information relating to litigation, audits, and investigations.

The information listed in this retention schedule may not contain all the records the organization may be required to keep in the future. Questions regarding the retention of documents not listed in this chart should be directed to the Board Chair or Treasurer.

From time to time, the Board Chair may issue a notice, known as a “legal hold,” suspending the destruction of records due to pending, threatened, or otherwise reasonably foreseeable litigation, audits, government investigations, or similar proceedings. No records specified in any legal hold may be destroyed, even if the scheduled destruction date has passed, until the legal hold is withdrawn.

File Category	Item	Retention Period
Corporate Records	Bylaws and Articles of Incorporation	Permanent
	Corporate resolutions	Permanent
	Board and committee meeting agendas and minutes	Permanent
	Conflict-of-interest disclosure forms	4 years
Finance and Administration	Financial statements (audited)	7 years
	Auditor management letters	7 years
	Payroll records	7 years
	Check register and checks	7 years
	Bank deposits and statements	7 years
	Chart of accounts	7 years
	General ledgers and journals (including bank reconciliations)	7 years
	Investment performance reports	7 years
	Equipment files and maintenance records	7 years after disposition
	Contracts and agreements	7 years after all obligations end
	Correspondence — general	3 years
Insurance Records	Policies — occurrence type	Permanent
	Policies — claims-made type	Permanent
	Accident reports	7 years
	Safety (OSHA) reports	7 years
	Claims (after settlement)	7 years
	Group disability records	7 years after end of benefits
Real Estate	Deeds	Permanent
	Leases (expired)	7 years after all obligations end

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	Mortgages, security agreements	7 years after all obligations end
Taxes	IRS exemption determination and related correspondence	Permanent
	IRS Form 990s	7 years
	Charitable Organizations Registration Statements (filed with NM Attorney General)	7 years
Human Resources	Employee personnel files	Permanent
	Retirement plan benefits (plan descriptions, plan documents)	Permanent
	Employee handbooks	Permanent
	Workers comp claims (after settlement)	7 years
	Employee orientation and training materials	7 years after use ends
	Employment applications	3 years
	IRS Form I-9 (separated from personnel file)	Greater of 1 year after end of service or 3 years
	Withholding tax statements	7 years
	Timecards	3 years
Technology	Software licenses and support agreements	7 years after all obligations end

Electronic Documents and Records

Electronic documents will be retained as if they were paper documents; therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder.

Documentation

Electronic documents will be retained as if they were paper documents; therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the email message should be saved as a PDF and then filed accordingly, kept in the appropriate file or moved to an “archive” computer file folder. Contractors and staff will be responsible for storing work/projects produced and identified emails, as mentioned above, onto the appropriate folders of the NMBTF shared Google Drive where all project documents are required to be stored. All saved documents are to be shared with contact@breastfeedingnm.org at all times.

Document Destruction

The Board Chair or Treasurer is responsible for the ongoing process of identifying NMBTF’s records, which have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

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Compliance

Failure on the part of any individuals to follow this policy can result in possible civil and criminal sanctions against NMBTF and possible disciplinary action against responsible individuals. The Board Chair and Treasurer will periodically review these procedures with legal counsel or the organization's certified public accountant to ensure that they are in compliance with new or revised regulations.

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General IT

Owner: Executive Director

Approved by Board Secretary May 27, 2021

Purpose: To provide guidelines for the use and security of NMBTF's website, electronic communications and documents, and social media accounts.

Website

- The front page and general content areas of the NMBTF website should reflect the organization as a whole.
- The website manager, and Executive Director are the arbiters of the website's style and content. Changes to the appearance of the website, the front page, or general use pages are the responsibility of the website manager, and Executive Director. Change requests to these areas may come from any NMBTF member, Board member, or Chapter representative.
- For web pages with specific local content, requests for changes may come from any NMBTF Chapter or staff member or contractor with responsibility for that content area. Similarly, additions or changes regarding events may come from authorized Chapter representatives or program or project representatives or staff.
- Materials and content should be posted to or updated on the website as soon as reasonably possible, assuming information is appropriate, instructions are clear, and resources such as pictures and PDFs are of correct file type and size.
- The website manager, or Executive Director may authorize other volunteers, staff, or contractors to access the website to create and edit content. This access must be used responsibly and appropriately and only for the purposes intended, according to the NMBTF Communications and Social Media Policy and Procedures.

Documents

- Documents used by NMBTF, including forms, brochures, and images, should be available on the NMBTF website as appropriate.
- Long-term storage of these documents should be both online and offline and associated with a role account, not a personal account. Access to these role accounts and files should be limited to people with a responsibility for using or supplying such documents.
- Offline storage means multiple copies are stored on hard drives or flash drives. All important files should have at least one back-up on a drive owned by NMBTF. Master copies of digital files must receive the same care as any other property owned by the organization.

Sensitive Data

- NMBTF, in the course of normal operations, may collect some sensitive data, including, but not limited to
 - Billing and contact information for members, donors, and registrants
 - Databases not publicly available shared with NMBTF by other entities
 - Receipts and budgets for NMBTF operations
- NMBTF staff, volunteers, members, Board members, or contractors with appropriate and reasonable access to sensitive data for the organization must preserve, protect, and control the data within their purview.

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- o **Preserve** means important data will not be lost. This means online and offline storage. Online storage should always be handled by a role account. A copy of such files should be kept on at least one device owned by NMBTF.

When responsibility for data changes, there must be a formal handover of information. No NMBTF staff, contractor, member, or volunteer should keep sensitive data once their role in handling that information is complete. If no one is immediately replacing the position being vacated, data should be sent upwards to the Executive Director, her designee or Board Secretary or Treasurer.

- o **Protect** means using good security practices, such as not sharing account passwords meant for a single user and changing passwords on role accounts when responsibility for that account changes.
- o **Control** means data is always transmitted or stored in the most secure way practical and appropriate for the level of sensitivity. Preferred methods to store or move data are a dedicated role account, a device owned by NMBTF, or a dedicated NMBTF account such as email, Dropbox, or Google Drive.

In all cases, there should not be multiple copies of sensitive data accessible to or stored by multiple people, to avoid lost or corrupted data.

Account Access and Security

Restricting account access and maintaining security of accounts is essential to avoiding an unintentional security breach, reducing the potential for infiltration, and preventing a loss of access.

Any account used for NMBTF business should be treated with the appropriate level of security and access. These levels are

1. A role account assigned to one person which passes to another person at a later time
2. A role account which is specific to one person and which is later given less access or terminated
3. A role account shared by multiple people and the administrator is able to track who is using it
4. A role account shared by multiple people, which does not track who is using it, but is controlled by someone
5. A personal account associated with NMBTF business
6. A role account shared by multiple people on an ad hoc basis
7. A personal account used on an ad hoc basis

Accounts with the highest level of power and authority should always be the first level. This includes an account used to manage critical systems or accounts which have ultimate control over any financial information or assets.

Any account which has the potential to affect critical systems or any financial matter should be at least the third level. This includes the website login allowing for editing and admin privileges. A failure to secure account access could result in substantial losses of data or large financial losses.

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Email accounts which receive documents or sensitive data at any time fall under this policy. Sensitive data should not be shared via personal email, but through a role email or a dedicated NMBTF account such as Dropbox or Google Drive.

Backups

NMBTF should maintain archives of documents and sensitive data via dedicated NMBTF account such as Dropbox or Google Drive, under a dedicated role account controlled by the appropriate staff or Board member.

Documents may be shared, to allow for editing, collecting, posting, or sharing with people of appropriate authority or financial responsibility. Individual documents may be shared with NMBTF members tasked with certain responsibilities.

Backups on NMBTF hard or flash drives should be stored in two different physical locations. The best schedule for making copies of sensitive data or documents is at least weekly, if the copy cannot be made immediately.

Social Media

Ideally, NMBTF should have a single manager for all social media, though Chapters may have specific representatives for their local social media engagement. Accounts that represent NMBTF, whether as an entire organization or through a single Chapter, should be handled the same as access for the website or other sensitive data.

Each NMBTF-related social media account should be maintained no lower than at the third level, so that there may be multiple users, but an administrator is able to track who is using the account. In some types of social media when this is not technically feasible, level four is the minimum, so that access is strictly controlled by the appropriate responsible person. If responsibility changes, the password must be changed.

See also NMBTF's Communications and Social Media Policy and Procedures.

General Security

Information should always be transmitted in the most secure fashion. Passwords should not typically be shared and should not be transmitted via insecure methods. Passwords should be changed regularly, and the account holder should maintain appropriate information about the account and password.

Passwords should not be stored in a file or folder labelled "passwords" and should not be stored online or in email.

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Whistleblower

Owner: Board Secretary and Board Treasurer

Approved by Board December 2018

Purpose: To support a process by which anyone may reasonably and appropriately offer information about NMBTF, its directors, officers, contractors, staff, members, or volunteers that relates to actions or conduct in opposition to the organization's mission, goals, guidelines, processes & procedures, or local, state, or federal law.

NMBTF requires directors, officers, contractors, staff, members, and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As representatives of NMBTF, everyone must practice honesty and integrity in fulfilling responsibilities and complying with all applicable laws and regulations.

Reporting Responsibility

The Whistleblower Policy is intended to encourage and enable anyone to raise serious concerns internally so that the NMBTF Board can address and correct inappropriate conduct and actions. It is the responsibility of all directors, officers, contractors, staff, members, and volunteers to report to the Board any concerns or suspected violations of State or Federal laws or by-laws, policies or procedures that govern NMBTF.

No Retaliation

It is contrary to the values of NMBTF for anyone to retaliate against any director, officer, contractor, staff, member, or volunteer who in good faith reports a violation, or a suspected violation of State or Federal laws or bylaws, policies or procedures such as a complaint of discrimination, suspected fraud, or suspected violation of any regulation governing the operations of NMBTF. A person who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination from the organization or revocation of membership.

Reporting Procedure

NMBTF has an open-door policy and encourages everyone to share their questions, concerns, suggestions or complaints with their immediate supervisor. If you are not comfortable speaking with a supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the Board Chair. Supervisors are required to report complaints or concerns about suspected ethical and legal violations in writing to the Board Chair, who has the responsibility to investigate all reported complaints.

In a case involving or implicating the Board Chair, concerns may be shared directly with the Board Treasurer or Board Secretary.

Compliance

The Board Chair is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved, will advise the Board of Directors of all complaints and their resolution, and will report directly to the Board Treasurer regarding concerns or complaints relating to corporate accounting practices, internal controls, auditing or alleged financial improprieties.

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Acting in Good Faith

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Board Chair will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. In a case involving or implicating the Board Chair, the Board Treasurer or Board Secretary will handle the report.

All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.