

Topic: Conflict of Interest – Non-agency Officers	Department: Whole agency
Original effective date: 10/06	Last revision date: 6/30/26
Owner: VP for Quality and Compliance	Frequency of reviews: Annual
Internal/Regulatory Reference(s) (all that apply): Not-for-profit Corporation Law – NPC section 715-a	
Related documents/Links: Potential conflict of interest questionnaire	

Policy: It is the policy of The Arc of Monroe (The Arc) that business, administrative and support functions promote personal and organizational outcomes.

Additional Information: All staff are expected to act in the best interest of the agency while they are doing their work.

For the purposes of this policy, “staff” includes employees and contractors.

For certain positions, a formal conflict of interest form needs to be filled out upon hire and every year thereafter, or as things come up. For the most part, this applies to directors and above with the following exceptions, which are also included:

- Program managers for independent programs
- Facilities’ project manager
- HR managers
- Finance Senior Director and above
- If/when an agency staff reports a potential conflict of interest, regardless of title, at the discretion of their leadership. In these instances, the VP for Quality and Compliance will review the situation to determine if a formal disclosure should be completed.

Examples of circumstances that should be reported include but are not limited to the following:

- Someone’s family member also works for The Arc
- Someone’s family member receives supports and services from The Arc
- Someone’s family member is seeking to win a contract with The Arc
- Someone wishes to provide a service or support outside their work role to someone they support as an Arc employee

The VP for Quality and Compliance can ask any staff person to complete a form at any time if they think it’s needed and appropriate.

For the purposes of this policy, family member is limited to:

- *Spouse
- *Domestic partner
- *Parent
- *Step-parent
- *Sibling (whole or half)
- *Child
- *Step-child

*Guardian

Cousins, uncles, aunts, nephews or nieces are not considered family members for the purposes of this policy.

A potential conflict of interest does not necessarily mean the situation is prohibited. In some cases, it may be permitted with appropriate mitigation measures. Each situation is looked at individually based on its unique circumstances. Part of the purpose of formal disclosure and review is that it demonstrates that a situation has been reviewed, so as to mitigate any concerns someone might raise. It is always best to disclose these so that they can be fully reviewed and vetted. This protects both the person with the potential conflict as well as the agency.

Agency officers (the President/Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO) and Chief Human Resources Officer (CHRO)) submit conflict of interest disclosures with the Board of Directors and are not subject to this policy.

Procedure	
Task:	Responsible party:
General Guidelines:	
1. Staff, regardless of their role or title, cannot use their job or anything about it for their own benefit. For example, they cannot use their Arc job to recruit customers for a personal business they run. Examples might include providing guitar lessons for a fee to someone they support routinely in their role at The Arc; recruiting customers among people they support for a hair cutting business they run outside The Arc; etc.	All agency staff
2. Staff should try to avoid things that could create a conflict between their personal lives and job with The Arc.	Agency staff
3. Staff who need to complete a conflict of interest form will do so when they are hired, every year after that, and if/as circumstances require.	VP for Quality and Compliance; Agency Staff
4. If/when a situation presents itself that may create such a conflict, staff or management should consult with the VP for Quality and Compliance.	Agency staff, management
5. In those instances, the VP for Quality and Compliance will review the situation and make a final determination as to whether or not the situation is allowable and a form should be completed.	VP for Quality and Compliance
6. The VP for Quality and Compliance will review every form. If something is reported, they will decide if it's a real or potential conflict or not. If so, they will determine what steps should be taken to mitigate the conflict. This may occur in consultation with the person's supervisor, HR, other members of leadership or legal counsel. This will all be documented on the form.	VP for Quality and Compliance
7. Original forms go to HR. The VP for Quality and Compliance will keep a copy. A copy will also go to the person's supervisor. Any denials or approvals with mitigation should be sent to the supervisor within 24 hours of the review by the VP for Quality and Compliance.	VP for Quality and Compliance

8. A summary of all disclosed conflicts of interest will be provided to the President/CEO at least once each calendar year.	VP for Quality and Compliance
9. If it is reported that someone is not following the policy, the VP For Quality and Compliance will be notified and will look into the situation. In consultation with HR and management, actions may be taken in response. This may include disciplinary action up to and including termination of employment.	VP for Quality and Compliance; HR; Managers
10. As part of the hiring process, HR consistently asks people being hired as supervisors if they have any family members working at The Arc and where. This is to make sure that they are not inadvertently assigned as the supervisor to a family member.	HR Business Partners
Manager Responsibilities:	
1. Managers have a responsibility to act as role models and establish the tone and expectation within their programs and teams for compliance with laws, rules and regulations.	Managers
2. Managers are obligated to understand what constitutes a potential conflict of interest, their roles and responsibilities related to managing them, and support the compliance function and HR around these.	Managers
3. If managers become aware of potential conflicts of interest with members of their team, they should review and then consult with the VP for Quality and Compliance to ensure there are no issues.	Managers
VP for Quality and Compliance:	
1. Acts as the agency's Compliance Officer, as required in NYS law.	VP for Quality and Compliance
2. Has primary responsibility for administering the agency's compliance program, and related policies and procedures.	VP for Quality and Compliance
3. Acts as a resource for agency staff, management, leadership and the board for issues related to corporate compliance.	VP for Quality and Compliance
4. Will support leadership, managers and HR in managing potential conflicts of interest, as outlined in this policy.	VP for Quality and Compliance

Document revision record:

Revision Date	Release Date	Reason for change	Approver
12/06	12/06	Reasons for changes not documented	P Dancer
10/11	1/12	Reasons for changes not documented	P Dancer
1/12	1/12	Reasons for changes not documented	P Dancer
5/12	5/12	Reasons for changes not documented	P Dancer
11/12	1/13	Reasons for changes not documented	P Dancer
7/29/13	7/29/13	Reasons for changes not documented	P Dancer
10/24/14	10/24/14	Reasons for changes not documented	P Dancer
4/27/17	4/27/17	Reasons for changes not documented	P Dancer
10/21/19	10/21/19	Transitioned to new procedural format	P Dancer
5/28/21	6/8/21	Added discrete sections for managers and VPQC. Clarified some language.	ICC

7/21/22	8/8/22	Defined “staff” for the purposes of this policy	ICC
6/26/24	6/26/24	Clarified that a potential conflict of interest may be allowed with mitigation; added that these can apply to any staff; expanded the example; added that the VPQC will review all potential situations and make a determination; more clearly stated manager responsibility	ICC
3/31/25	6/24/25	Added clarifying information	ICC
6/30/26	6/30/26	Added clarifying language; added guardian under the definition of “family member”	ICC

Potential Conflict of Interest Questionnaire

Printed Name and title: _____

Please answer the following questions.

1. Do you have a spouse, domestic partner, parent, step-parent, sibling (whole or half), child or step-child who also works for The Arc of Monroe? ☐ Yes ☐ No

If Yes, please fill in the following: *(If you need more room, please attach a separate sheet)*

Their name	How related to you	Title and where they work

2. Do you have a parent, step-parent, sibling (whole or half), child, step-child, or someone you are legal guardian, advocate or correspondent for who currently receives or has been referred for **any** services from The Arc? ☐ Yes ☐ No

If yes, please fill in the following: *(If you need more room, please attach a separate sheet)*

Their name	Your relationship to them	Program(s) the participate in

3.

- a. Do you or your spouse, domestic partner, parent, step-parent, sibling (whole or half), child(ren), or step-child(ren) have a financial, business or personal interest in a business or organization with which The Arc of Monroe does business or expects to do business or with a business or organization receiving payments from The Arc of Monroe for property, goods or services?

☐ Yes ☐ NoIf yes, could this business be considered a competitor of The Arc? ☐ Yes ☐ No

- b. Has an immediate family member (as described above) been involved in contractual transactions with The Arc of Monroe? ☐ Yes ☐ No

If yes to either a or b, please fill in the following: *(If you need more room, please attach a separate sheet)*

Who	Relationship to you	Please describe

By signing below, I acknowledge that to the best of my knowledge, the information I have provided is true and accurate. Deliberate failure to provide accurate information may result in follow-up actions. By signing, I also attest that there are no unreported compliance concerns of which I am aware.

Signature_____
Date

Compliance Office use only

Date received by compliance office: _____

☐ Meets

☐ Does not meet

☐ Approved ☐ Not approved

Reason: _____

☐ Approved with mitigation:

Mitigation: _____

Date disapproval or mitigation formally disclosed to supervisor: _____

Original: Personnel file

Copy to: Corporate Compliance and Supervisor

Compliance Officer Signature/Date

Topic: Conflict of Interest – Board Members and agency officers	Department: Board of Directors and Executive Management Team
Original effective date: 9/14	Last revision date: 6/30/26
Owner: VP for Quality and Compliance	Frequency of reviews: Annual
Internal/Regulatory Reference(s) (all that apply): Not-for-profit Corporation Law – NPC section 715-a	
Related documents/Links: Potential conflict of interest questionnaire	

Policy: It is the policy of The Arc of Monroe (The Arc) that business, administrative and support functions promote personal and organizational outcomes.

Additional Information:

For the purposes of this policy, the Executive Management Team (EMT) is comprised of the:

- President/Chief Executive Officer (CEO)
- Chief Operating Officer (COO)
- Chief Human Resources Officer (CHRO)
- Chief Financial Officer (CFO)
- Executive Director of The Arc Foundation of Monroe

Conflicts of interest include:

- When someone could use their Arc position to make money for or give preference to another company they work for
- When circumstances outside The Arc might change the way they do their Arc job (i.e., things that benefit them personally like money or more business for another company they work for or have ties to).
- When someone's outside interests might hurt The Arc's reputation, success, people we support, or staff.

Examples of circumstances that should be reported include but are not limited to the following:

- A board member or their family owns or controls a company that The Arc uses.
- A company that a board member's family owns is bidding on a contract with The Arc.
- A board member tries to get other board members to hire a company that they own.
- A board member tries to get other board members to hire a company that their family owns.
- A board member takes money or gifts from a company to make sure the board hires them.
- A member of EMT negotiates the hiring of a family member's company by The Arc

Related party transactions are transactions, agreements or arrangements in which a board member, agency officer (e.g., CEO, COO, CFO, CHRO) or their family members (aka: "related parties") have a financial interest, either directly or through ownership, in an outside entity. These must be disclosed to the Audit Committee of the Board. Related parties cannot participate in official discussions or decision-making about the transaction under review.

For the purposes of this policy, family member is limited to:

- *Spouse
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- *Step-parent
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- *Child
- *Step-child
- *Guardian

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Procedure	
Task:	Responsible party:
General Guidelines:	
1. Upon hire or joining the Board, Board members and agency officers must complete a conflict of interest disclosure form and submit it to the Board's audit committee. On it, they are required to disclose anything that is or may be perceived as a conflict of interest. See attached for the form.	Board members, agency officers
2. If anything changes during the year, Board members and agency officers are required to fill out and submit a new form.	Board members, agency officers
3. These forms are given to the Board's audit committee who will review and manage these conflicts of interest. They will decide if the disclosure is approved, approved with mitigation, or not approved. These determinations are documented on the back of the form and will be communicated to the full Board of Directors.	Board's audit committee
4. Board members or agency officers will not participate in meetings, discussions or decisions related to any potential or confirmed conflicts of interest (including "related party transactions" – see below). In addition, in these circumstances, they cannot try to influence or otherwise convince others to vote in a way favorable to them in the context of the potential conflict.	Board members, agency officers
5. For related party transactions, the Board has an obligation to try to find other ways to meet the need without the related party transaction, if possible.	Board

6. If this is not possible, a majority of the people present at the meeting have to approve the transaction. The reasons why the transaction was approved must be documented by the Board, including a summary of related discussions and other options that were explored first.	Board
7. The Board has the authority to veto a related party transaction if this process was not followed.	Board
8. Board members and officers who do not follow this policy and procedure will be subject to the bylaws specific to malfeasance, nonfeasance or other conduct detrimental to the Chapter.	Board
Audit Committee:	
1. Responsible for implementation of this policy in regard to Board members and agency officers	Board's audit committee
2. Responsible for reviewing and making a determination on every conflict of interest disclosure form received and communicating the results to the full Board of Directors.	Board's audit committee
VP for Quality and Compliance:	
1. Acts as the agency's Compliance Officer, as required in NYS law.	VP for Quality and Compliance
2. Has primary responsibility for administering the agency's compliance program, and related policies and procedures.	VP for Quality and Compliance
3. Acts as a resource and support for the Board and the Board's Audit Committee for issues related to corporate compliance and, specifically here, conflicts of interest and their management.	VP for Quality and Compliance

Document revision record:

Revision Date	Release Date	Reason for change	Approver
4/27/17	4/27/17	Reasons for changes not documented	P Dancer
10/22/19	10/22/19	Transitioned to new procedural format	P Dancer
3/1/21	6/8/21	Clarified wording; Added sections for Audit Committee and VPQC	ICC
5/9/22	5/9/22	Removed bullets that referred to the audit commit ensuring board members fully disclose; revised bullet 1 under "audit committee" section to state implementation vs. enforcement	ICC
5/17/24	6/26/24	Defined who is on EMT; added an EMT example; corrected typos; clarified language	ICC
3/31/25	6/24/25	Added clarifying language	ICC
6/30/26	6/30/26	Added clarifying language and a formal statement that the presence of a potential conflict of interest does not mean the arrangement will be disallowed.	ICC

Potential Conflict of Interest Questionnaire

Printed Name and title: _____

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1. Do you have a spouse, domestic partner, parent, step-parent, sibling (whole or half), child or step-child who also works for The Arc of Monroe? ☐ Yes ☐ No

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If yes, please fill in the following: *(If you need more room, please attach a separate sheet)*

Their name	Your relationship to them	Program(s) the participate in

3. a. Do you or your spouse, domestic partner, parent, step-parent, sibling (whole or half), child(ren), or step-child(ren) have a financial, business or personal interest in a business or organization with which The Arc of Monroe does business or expects to do business or with a business or organization receiving payments from The Arc of Monroe for property, goods or services?

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Signature_____
Date

Audit Committee use only

Date received by compliance office: _____

☐ Meets

☐ Does not meet

☐ Approved ☐ Not approved

Reason: _____

☐ Approved with mitigation:

Mitigation: _____

Date disapproval or mitigation formally disclosed to Board Chair: _____

Original: Board Administrative Support to file
Copy to: Board leadership
Personnel file (EMT)

Audit Committee Chair Signature/Date