

2026 Board of Directors Candidate Application Instructions

The Sister Cities International (SCI) Board of Directors (Directors) is elected by its voting members. The election will be held virtually with electronic voting. The results of the election will be announced at the SCI Annual Business Meeting scheduled for Friday, July 24, 2026, in Washington, DC. More information on the election, as well as service on the Board of Directors can be found in the FAQ section on the SCI website.

Ten (10) at-large board positions for full three-year terms (2026-2029) will be filled by election.

Candidates seeking these positions must agree to all requirements listed on the Board application. If elected, you **agree to attend in person or virtually four** annual leadership meetings; except you must attend in person for the annual business leadership meeting, in which you are a candidate. Every Board member agrees to make a minimum dues contribution of \$2,500 at the beginning of each year served on the Board of Directors. It is the policy of the SCI that every candidate applying for a Board position, including current Directors running for a second term, must submit their application materials and all supplementals **before 11:59 p.m. PT on Monday, April 27** to Kerri Carter at Election@SisterCities.org. Applications received after this date and time will not be considered.

The application materials to be submitted include:

1. Application – to be completed, signed, and *submitted as a PDF*.
2. Narrative Portion – submit answers to the following in *Word format* with your application materials. All narrative answers will be reproduced in each candidate’s profile on the SCI website and in other election materials provided to voting members. Please take note of all word count limits throughout the application. If an applicant exceeds the desired word count, Sister Cities International may edit your response to meet the requirements.
 - a) A brief biographical description, including relevant experience in your sister city program or other organizations (up to 250 words).
 - b) A statement of why you want to run for the Board of Directors (up to 200 words).
 - c) The major skills and assets that you will bring to the Board (up to 75 words).
3. Headshot/Photograph – for use on election materials and ballot. Please *submit as JPEG or PNG*.
4. Letter of Support – from an elected official or representative of a local sister city program (Board Chair/President/Committee Head). If you have questions about recommender’s eligibility, please contact Kerri Carter at Election@SisterCities.org. Please *submit as a PDF (max size, 1MB)*.

All candidates will receive electronic confirmation of their applications within two days of receipt. If you do not receive confirmation within two days, please contact Kerri Carter at Election@SisterCities.org or call 202-347-8630. **NOTE: The email is “Election” and not “Elections.”**

Please be sure to review the FAQs for Board applicants, attached and also available online.

2026 Board of Directors Election Calendar

Monday, March 2 – Application posted to SCI website

Monday, April 27 – Applications due before midnight Pacific Time

Tuesday, April 28 – Friday, May 1 – Elections Subcommittee reviews applications and certifies candidates

Friday, May 22 – (minimum 60 days prior to the Annual Business Meeting) – Certified Candidates and Amendments to the Bylaws posted to website

Monday, June 1 – Friday, June 5 – Preparation of Voting Platform and Mock Election

Monday, June 1 – Friday, June 5 – Virtual Candidates Forum, to be conducted one day this week by SCI's State Representatives (Exact date will be chosen at a later date)

Friday, June 3 – Online ballots sent to SCI Members' Voting Delegates, and voting begins at 11:59 a.m. Eastern Time

Thursday, July 23 – Voting ends at 11:59 pm Eastern Time

Friday, July 24 – Election winners announced during the 2026 Annual Business Meeting
[Location: Washington, DC]



This page is to be printed, signed, scanned, and submitted [in .PDF. format] with the other required application materials before 11:59 P.M. PT on Monday, April 27, 2026.

Salutation _____ First Name _____ Last Name _____

Company/Organization _____ Title _____

Address _____

City _____ State _____ Postal Code _____

Daytime Phone _____ Mobile Phone _____

Email _____

Local sister city organization to which you belong (or nearest sister city member)

City _____ State _____

NOTE: Address, phone numbers, and email address will be used exclusively by Sister Cities International Staff and Board of Directors

I, _____, **agree to the following:**

- I understand that **I am required to attend the Annual Business Meeting in person** (scheduled for Friday, July 24, 2026, in Washington, DC) and participate in candidate forums.
- I am obligated to attend **in person or virtually** the three (3) annual board leadership meetings each year in addition to the Annual Business Meeting. The leadership meetings take place in the Summer, Fall, and Spring.
- I am responsible for a minimum dues contribution of \$2,500 at the beginning of each year served on the Board of Directors. **The Young Professional Representative shall be exempt from the annual monetary financial obligation.**
- I have read the Boards of Directors FAQ and have a copy of Sister Cities International’s Bylaws and Board Policies.
- I understand that upon receipt of this information, it shall be deemed that consent is given to distribute any or all of the information to the members of the Corporation, general public, media and otherwise as may be related to candidacy or election to the Board of Directors, unless expressly stated otherwise.
- I have demonstrated and will continue to demonstrate a commitment to the mission and values of Sister Cities International.
- I possess the necessary skills, experience, or expertise relevant to Sister Cities International’s objectives.
- I have and will continue to maintain a reputation for ethical and professional behavior.
- I understand compliance with all laws and regulations governing Sister Cities International is required.

[CONTINUED]



2026 Board of Directors Election Application

Code of Conduct: Candidates for Sister Cities International Board of Directors will adhere to the highest standards of integrity, respect, and accountability. Candidates will conduct themselves professionally, honoring Sister Cities International's commitment to cultural diplomacy, inclusivity, and ethical behavior. By applying, I agree to prioritize the organization's mission, avoid conflicts of interest, and act in ways that foster trust and collaboration within the global community. Any conduct that compromises the organization's reputation, mission, or values will disqualify a candidate from board consideration.

I understand that failure to adhere to the above, failure to submit all necessary application materials before the stated deadline, or the withdrawal of any application materials will result in the disqualification of my candidacy from Sister Cities International's 2026 Board of Directors Election.

Signature: _____

Printed Name: _____

Date: _____

When is the election?

After candidates have been certified by the Elections Committee of the Board of Directors, the candidates will be presented to Sister Cities International voters via a secure online voting platform as well as postings on our website. Voting will be open for approximately six weeks prior to the Annual Business Meeting on Friday, July 24, 2026, in Washington, DC.

How will people vote?

Voters will be sent an electronic ballot on Friday, June 3, 2026, and must submit their electronic ballot by Thursday, July 23, 2026, before midnight Eastern Time. Election winners will be announced at the Annual Business Meeting held on Friday, July 24, 2026, in Washington, DC.

Who are the voters?

Directors are elected by SCI's member communities, with one or more representatives from each community serving as the voter(s)/delegate(s). Electronic ballots are sent to the voting delegate, or the primary contact SCI has on record, which is often either the President & CEO, Board Chair, or city liaison for a member community.

Is voting weighted?

Yes. Votes are weighted as either two, three, or four votes depending on the size of the community.

What information will be presented to voters?

Candidates' answers to the narrative questions – bio, why you are running, skills and assets – will be provided to members. There will also be a virtual candidate forum conducted by the SCI State Representatives that will be posted on the Sister Cities International website.

When is the Annual Conference/Business Meeting?

The Annual Business Meeting will be on Friday, July 24, 2026, in Washington, DC.

I cannot attend the Annual Business Meeting but would still like to run. Can I?

No. All candidates must commit to attending the Annual Business Meeting in person.

When will the results be announced?

Voting results will be announced at the Annual Business Meeting on Friday, July 24, 2026.

Is there a Board orientation?

A Board orientation occurs on the day the new board members are elected.

Why are there term limits?

SCI's Board of Directors has term limits with a scheduled turnover of members in order to bring new ideas and keep the organization growing.

How many Directors serve on Sister Cities International's Board?

There are up to twenty-seven (27) members of the Board of Directors, including the Chair, Immediate Past Chair (Chair Emeritus), twenty-one (21) At-Large Members, one Young Professional Representative, one State Representative, and two (2) members appointed by the Chair with the approval of the rest of the Board. The twenty-one (21) At-Large Directors serve three-year terms, with the other six (6) serving two-year terms.

How is the Board structured?

The Executive Committee is composed of the Board Chair, Vice Chair, Treasurer, Secretary, and three (3) At-Large members. In addition to the Executive Committee, there are committees for Audit, Board Development, Finance, Fund Development, Governance, Human Resources, Membership, and Strategy & Programs. Committees include Directors, State Representatives, Honorary Board Members, or others appointed by the Board Chair. Ad hoc committees or task forces may also be created at the Chair's discretion.

How are the Officers selected?

All officers (Vice Chair, Treasurer, Secretary, and the three (3) At-Large Executive Committee members) are elected each year, except for the Vice Chair, who is elected every other year and who assumes the position of Board Chair upon the expiration of the Chair's term. Officers are elected by the Board during the first Board meeting of the newly elected board members (which is the second board meeting during the summer leadership meetings), following the election and appointment of new Directors.

What are the responsibilities of each Director?

Each Director agrees to attend in person or virtually four (4) Board meetings every year: two meetings at the Summer Leadership Meetings (plus the Annual Business Meeting usually held mid-July to early-August), one Fall Leadership Meeting, (usually in October with the location determined by the Board), and one at the Spring Leadership Meeting (usually in March in Washington, DC.) All dates and locations are subject to change. In addition, each Director must serve on at least one committee, which typically meets once per month via conference call, and which may include additional tasks depending on the committee. The Officers' responsibilities can be found in Sister Cities International's Bylaws.

What is the financial commitment?

Board members agree to make a minimum dues contribution of \$2,500 at the beginning of each year served on the Board of Directors. Board member contributions are expected by September 1 of each year. Special payment options may be arranged with prior approval by the Board Chair. In addition, each Director is expected to bear the cost of travel, hotel, and incidental expenses for the four (4) annual Board meetings.

What are other commitments to be aware of?

Each Director must sign Sister Cities International's Disclosure Statement, Conflict of Interest policy, and Code of Ethics upon assumption of Board duties.

Where can I find copies of Sister Cities International's Bylaws and Board Policies?

Bylaws, Board Policies, and other important institutional documents can be found at <http://sistercities.org/governing-documents>.

Who should I contact if I have additional questions?

Please send questions to Election@SisterCities.org.



1. The annual Sister Cities International (SCI) Board of Directors (Directors) required contribution is \$2,500. Each Director will be invoiced in July of each year for \$2,500 with payment in full due on or before September 1st of the same year; however, the Board Chair may approve alternate payment arrangements (e.g., quarterly or monthly billing), for good cause shown, with payments due within 30 calendar days of each scheduled payment and payment in full of the annual financial commitment due by December 31st of each year. To the extent that a 3rd party pays the board member's financial commitment on behalf of the board member, that 3rd party payment must be disclosed to the Executive Committee.
2. The Vice-Chair shall be tasked with communicating with any Board members who have outstanding required contributions. A Director who has not met the financial obligation shall be ineligible to cast a vote at any meeting of the Board of Directors. and the Chair shall direct that the minutes of the meeting reflect that director's ineligibility to cast a vote.
3. The youth representative, young professional representative, state coordinator and any ex-officio member of the Board of Directors shall be exempt from the required annual monetary financial obligation.
4. Each Director shall serve on at least one standing committee.
5. Each Director shall attend the annual meeting of the members and be a registered participant at the annual conference. An excused absence may be granted by the Chair of the Board of Directors.
6. Each Director shall submit a signed, annual business disclosure form and conflict of interest statement.
7. Requests for an excused absence must be submitted in writing to the Chair of the Board at least three days prior to the scheduled meeting, except in cases of emergency. The request should contain an explanation of why the absence should be excused.
8. The minutes of the annual meeting of the members shall be considered for approval at the first regular meeting of the Board of Directors following said annual meeting. Printed copies of the approved minutes shall be distributed and available at the following annual meeting of the members.
9. Each Chair of the Board of Directors shall be awarded the title of Chair Emeritus following the conclusion of his/her term as Chair.
10. The appointment of the selected State Representative to serve on the Board of Directors shall be approved at the first regular meeting after the annual business meeting, in accordance with the Bylaws of the Corporation.
11. A formal complaint or grievance by a Director, against the Board of Directors or any action taken by it, must be submitted in writing to the Chair of the Board of Directors for review and possible action. The written complaint or grievance must, at a minimum, state the matter under



objection, the reasons for such an objection, and any action requested to resolve the complaint. The Chair of the Board shall fully and objectively consider the matter and respond in writing to the Board of Directors, within a reasonable period of time.

12. To ensure fiscal budgetary discipline, annual audit requirements and receipt of funds during the appropriate business year, Membership Dues will be invoiced in two segments: January for the Winter Cycle and July for Summer Cycle. Invoicing will commence no earlier than two weeks prior to each cycle.
13. The President and Chief Executive Officer shall have all authority to execute a contract for purchase or single expenditure not to exceed \$10,000, within normal budgeted means, on behalf of the Corporation.
14. Any contract for purchase or single expenditure exceeding \$10,000, but less than \$50,000, shall be published for bids, and shall be specifically approved in advance and co-signed by the Chair of the Board of Directors.
15. Any contract for purchase or single expenditure exceeding \$50,000 shall be published for bids and shall be specifically approved in advance by the Executive Committee and co-signed by the Chair of the Board of Directors.
16. The Executive Committee shall authorize the acceptance and execution of all incoming grants and contracts for programs and/or services to be performed by Sister Cities International, in any amount exceeding \$100,000.
17. The Bylaws of the Corporation shall be thoroughly reviewed by the Governance Committee no less than every two years, to address the changing needs of the organization.
18. Any proposed policy or procedure requiring action by the Board of Directors shall first be submitted to the Governance Committee for review, prior to it being considered by the Board of Directors. Any member, director or committee may submit written proposals to the Governance Committee at any time. The Governance Committee may recommend or not recommend any requested or proposed action.
19. Regular reports and/or requests for action by the Board of Directors shall be submitted to the Chair of the Board not less than fifteen days prior to the meeting for which the item is submitted or requested for action. This will allow for proper and timely distribution of the information to all Directors. Items for consideration at a special meeting of the Board of Directors shall be exempt from this requirement.
20. That all consultants hired by SCI shall work under the direction and supervision of the President & CEO and shall be accountable to the President & CEO for their performance with the exception of contracts for legal services and auditors who shall be responsible directly to the Board. The Executive Director will provide the Board an assessment of the performance of all SCI consultants.



21. That the President & CEO is able to freely speak and participate in all Board meetings and other meetings of SCI, and the President & CEO has an obligation to provide the Board and the members with the best possible information and his best professional judgment and recommendation.
22. Members of the Board of Directors must have served a minimum of one year as a Director to be eligible to be a candidate and to be nominated for an officer position.
23. Sister Cities International will seek other than first-tier cities, with excellent programs to showcase, to host retreats and/or regional conferences.
24. There are three types of official city-to-city classifications:
 - A) A “Friendship” city is a first-step, exploratory relationship that usually requires action by a city official. This is often an official path to becoming a Sister City.
 - B) A “Sister” city is for cities ready to commit to a long-term partnership and usually requires action taken by the City Council or mayor. The term “sister” also applies to counties, states, islands, libraries, etc.
 - C) An “Emeritus” city is for cities that have been retired/withdrawn from an official partnership due to inactivity, lack of interest, change in political circumstances, or legislation that prohibits a relationship with a specific country. This classification has been a been an option since 2004 and is reflected each year in our membership directory.



SISTER CITIES INTERNATIONAL, INCORPORATED
A DISTRICT OF COLUMBIA NONPROFIT CORPORATION IN THE UNITED STATES OF AMERICA

BYLAWS

ARTICLE I – MISSION

The Mission of the Corporation is to promote peace through mutual respect, understanding and cooperation – one individual, one community at a time.

This shall include enhancing world peace by promoting and servicing sister relationships between local, municipal, county, state, provincial, territorial, regional, national and/or international governments as may be done between the United States of America and similar governments around the world, with the object of developing closer understanding and cooperation between people of all cultures.

This shall be done to encourage the people of the world to learn, through sister relationships and programs, about the traditions, history, way of life, and ideals of the United States of America, and to assist the American people in a similar manner, utilizing exchanges of people, information and activities in all aspects of contemporary life.

ARTICLE II – MEMBERSHIP

Section 1. Classes of Membership. The Corporation shall have two classes of members: Voting Members and Non-Voting Members.

Section 2. Voting Members. Voting Members of the Corporation shall be any eligible member within this category that has paid its annual dues to the Corporation and has been approved for voting membership in the Corporation by the Board of Directors, including:

- A. Any local, state or other unit of government in the United States; or,
- B. Any local, state or other unit of government outside of the United States that is party to a recognized Sister Cities International program or partnership with a community in the United States; or,
- C. Any local, state or other governmental association or similar organization.

Section 3. Non-Voting Members. Non-Voting Members of the Corporation shall be any eligible member within this category that has paid its annual dues to the Corporation and has been approved for non-voting membership in the Corporation by the Board of Directors, including:

- A. Any individual interested in furthering the purpose of the Corporation; or,
- B. Any local, state or other unit of government outside of the United States that is not party to a recognized Sister Cities International program or partnership with a community in the United States; or,
- C. Any partnership, corporation, business entity, non-governmental organization or association of corporations or businesses.

Section 4. Special Categories

- A. The Board of Directors may designate subcategories of Membership as may be deemed helpful in forwarding the Mission of the Corporation, such as a Life Member or Global Envoy, within the existing and defined Classes of Membership as the Board of Directors deems appropriate or useful.



ARTICLE III – BOARD OF DIRECTORS

Section 1. Authority. The corporate authority, powers, business and property of the Corporation shall be held, exercised, conducted and maintained by the Board of Directors. The Board of Directors shall, among other things, establish and set policies and procedures for the efficient and effective operation of the Corporation, determine the location of the Corporation’s principal and auxiliary offices, set the annual membership dues of the Corporation, hold elections for office in the Corporation, adopt a balanced annual budget for the Corporation, and conduct an annual audit of the Corporation’s finances and accounts.

Section 2. Composition. The number of Directors of the Corporation shall be twenty-four (24) to twenty-six (26) and the composition of the Board of Directors shall be as set forth in the Articles of Incorporation; specifically:

- A. Twenty-one Directors, who shall represent the general Voting Members of the Corporation, shall be elected by the Voting Members;
- B. One Director, who shall be a young professional representative and shall be between the ages of 21 and 34 years old at the time of election, and shall be elected by the Voting Members;
- C. One Director, who shall be a qualified State Representative, nominated by the Chair and approved by the Board of Directors;
- D. One Director, who shall be the Chair of the Board of Directors of the Corporation, who is elected pursuant to the Bylaws of the Corporation.
- E. No more than two Directors appointed by the Chair, with the consent of the Board of Directors, who provide exceptional skills or resources to the Corporation, and;
- F. In addition, the immediate past Chair of the Board of Directors, and the Chair of the Honorary Board Alumni shall serve as ex-officio members of the Board of Directors but shall not be considered Directors and shall not have voting rights on the Board of Directors.

Section 3. Term of Office. The term of office for each Director shall begin immediately upon the conclusion of the Annual Meeting at which he/she was elected, or immediately upon appointment to the Board of Directors pursuant to the Bylaws of the Corporation. Terms of office may fluctuate somewhat in precise length due to annual meeting schedules as approved by the Board of Directors and shall be limited or otherwise governed accordingly:

- A. A Director who is elected as representative of the general Voting Members of the Corporation shall serve a term of three years.
- B. A Director who is elected as a young professional representative shall serve a term of two years.
- C. A Director who is selected as representative of State Representatives shall serve a term of two years.
- D. The Chair and Vice Chair of the Board of Directors shall serve as Directors for a term of two years. For the avoidance of doubt, service as Chair or Vice Chair for part of a two-year term due to the resignation or removal of the previous Chair or Vice Chair shall not prevent either from serving a full, continuous two-year term as Chair or Vice Chair.
- E. The two Directors appointed by the Chair shall serve no more than two years and their term shall expire at the conclusion of the term of the Chair; however, any individual so appointed may be eligible for election to the Board upon the conclusion of their term.
- F. Each Director shall hold office until the election or appointment of the Director’s successor, or until the Director’s earlier resignation or removal from office.



- G. No Director shall serve on a continuous basis for more than two full terms, unless as provided by virtue of serving as Chair or Vice Chair of the Board of Directors or through an interim appointment.
- H. Any Director who has served on a continuous basis for two full terms of office or has served as Chair of the Board of Directors for a full term, shall be eligible for election or appointment to the Board of Directors at or after the Annual Meeting following one full year from the end of the previous term of office.

Section 4. Eligibility and Election to Office. Directors of the Corporation shall be elected at the Annual Meeting by the Voting Members, pursuant to the Bylaws of the Corporation.

Only qualified, eligible candidates for election to the Board of Directors shall be presented to the members for election. Eligible candidates must be, and may only be, presented to the members by the Governance Committee. No other candidates, including write-in candidates, shall be eligible for election or be presented to the members for election. All candidates presented to the members for election shall be required to attend the Annual Meeting of the Corporation in person and participate in candidate forums and functions as determined by the Governance Committee; however, the Executive Committee may excuse the absence or allow virtual attendance of a candidate at the Annual Meeting and/or any candidate forums and functions in the limited situations of exceptional circumstances that preclude the attendance of such candidate.

To be declared eligible and qualified as a candidate by the Governance Committee, a person must notify the Committee in writing, which must be received on a date by the Committee that is not less than sixty days in advance of the Annual Meeting, must provide a current photo and brief personal biography, must provide a personal statement of candidacy, must declare to which position on the Board of Directors that he/she wishes to be a candidate, and must provide an official letter on behalf of a Voting Member of the Corporation, or an elected official, endorsing his/her candidacy. Upon receipt of all of this information from a person who wishes to be a candidate, it shall be deemed that consent is given to distribute any or all of the information to the members of the Corporation, general public, media and otherwise as may be related to candidacy or election to the Board of Directors.

A candidate shall be considered elected to office if he/she has received the highest number of votes of the votes cast for a Director's position by the Voting Members at the Annual Meeting. For purposes of clarification of this section, if seven Director's positions are available for election at an Annual Meeting, the seven candidates, out of all eligible candidates, with the highest number of votes of the votes cast shall be considered elected. There shall be no requirement for a candidate to receive a majority of votes of the votes cast to be elected. In the event of a tie of votes, a run-off election shall be immediately conducted between the candidates who received the tied number of votes that created the necessity for a run-off; however, if the Annual Meeting is conducted virtually, then the Board of Directors shall proceed publicly to determine by lot which of the candidates shall be declared elected. Upon the completion of an election, the Governance Committee shall certify the election results and present them to the Board of Directors, members and candidates. Conflicts arising from this section shall be resolved by the Board of Directors.

Section 5. Resignation from Office. Any Director may voluntarily resign from office by giving written notice to the Chair of the Board of Directors, or may be declared resigned from office by the Board of Directors for failure to meet the meeting Attendance requirements or Financial Obligations of the Corporation. A resignation shall take effect immediately upon receipt of written notice or at a specified date; neither shall require acceptance.



A Director who serves as Vice Chair of the Board of Directors shall be declared resigned from office upon assuming the position of Chair of the Board of Directors. Such resignation shall result in a vacancy on the Board of Directors, which shall be filled pursuant to the Bylaws of the Corporation. The resignation shall not prejudice the new Chair's immediate election as Chair and position as a Director pursuant to the Bylaws of the Corporation.

Section 6. Removal from Office. Any Director may be removed, with just cause, by a two-thirds vote of the Board of Directors. For purposes of this section, a Director's violation of the Code of Ethics or Conflicts of Interest provisions of the Corporation, or a Director's felony conviction, shall be specifically among actions that may be considered just cause for removal.

Section 7. Vacancy of Office. A vacancy on the Board of Directors may be filled by appointment, by the Chair of the Board of Directors with the consent of the Board of Directors. Nominations to fill the vacancy may be made by any Director. The person appointed to fill such a vacancy shall hold office on an interim basis until the next Annual Meeting. If, at the next Annual Meeting, there is time remaining on the original term of office, the original vacancy shall be filled by election by the Voting Members of the Corporation, to complete the unexpired term. The candidate for election who receives the next-highest number of votes after those candidates who have been elected to full terms of office shall be elected to fill the vacancy.

Section 8. Voting and Quorum. Any action made or taken by the Board of Directors must be done by a majority vote of a quorum of Directors present at any Regular Meeting or Special Meeting, unless otherwise stipulated by the Articles of Incorporation or Bylaws of the Corporation. For purposes of this section, thirteen Directors shall constitute a quorum of the Board of Directors.

Section 9. Compensation and Reimbursement. No Director shall receive any compensation from the Corporation as consideration for serving as a Director. A Director may be eligible for reimbursement of certain expenses, related to his/her official duties as a Director, pursuant to the policies of the Board of Directors.

Section 10. Financial Obligation. Each Director shall be required to meet an annual monetary Financial Obligation, in an amount determined, set and payable to the Corporation as established by policy of the Board of Directors. A Director may be declared by the Board of Directors resigned from office if he/she fails to meet the Financial Obligation of the Corporation.

Section 11. Code of Ethics. The Board of Directors shall have an approved Code of Ethics. Each Director, Employee, Agent and Coordinator of the Corporation shall agree, in writing, to abide by and conform to the Code of Ethics.

Section 12. Conflicts of Interest. The Board of Directors shall have a Conflict of Interest statement as part of its approved policies and procedures. No Director or Employee shall knowingly engage in any activities or transactions in material conflict with his/her duties and obligations to the Corporation while serving as an Officer, Director or Employee.

ARTICLE IV – OFFICERS, EMPLOYEES AND AGENTS

Section 1. Officers. The Officers of the Corporation shall be the Chair, Vice Chair, Treasurer and Secretary of the Board of Directors, in successive order. The Board of Directors shall elect all Officers of the Corporation from among the elected Directors, pursuant to the Bylaws of the Corporation.



Section 2. Chair. Duties of the Chair of the Board of Directors shall include, without limitation:

- A. Preside at all meetings of the Corporation, specifically including the Board of Directors, Executive Committee, Annual or Regional Conferences, and Annual Meeting.
- B. Appoint Committee chairs and Committee members, pursuant to the Bylaws of the Corporation, and serve as an ex-officio, non-voting member of all Committees. Appoint special Task Forces or other Advisory Boards as, from time to time, may be determined necessary.
- C. Fill vacancies on the Board of Directors, in accordance with the Bylaws of the Corporation.
- D. Appoint individuals to perform certain, specific functions for the Board of Directors, such as a Parliamentarian for meetings.
- E. Set agendas for meetings of the Board of Directors, Executive Committee, Annual or Regional Conferences, Annual Meeting and otherwise as necessary.
- F. Act as the immediate supervisor of the President and Chief Executive Officer conferring with and advising as appropriate
- G. Sign and execute, in the Corporation's name, such documents as authorized by the Board of Directors, including certificates of Membership.
- H. Exercise such authority as, from time to time, may be assigned by the Board of Directors or members.

The term of office of the Chair shall be two years.

Section 3. Vice Chair. Duties of the Vice Chair shall include, without limitation:

- A. Assist the Chair of the Board of Directors as requested.
- B. Perform those other duties as assigned by the Board of Directors.

By virtue of being elected Vice Chair, the Vice Chair shall automatically be elected to and assume the office of Chair of the Board of Directors upon the expiration of the term of office of the Chair. In the event that a vacancy occurs in the office of the Chair, the Vice Chair shall assume the office of Chair to complete the unexpired term and shall succeed himself/herself as Chair, as would have naturally occurred if there had been no vacancy in the office of Chair.

The term of office of the Vice Chair shall be two years. All board members who have served a minimum of one year on the Board are eligible to be elected as Vice Chair regardless of remaining Board term tenure.

Section 4. Treasurer. Duties of the Treasurer shall include, without limitation:

- A. Ensure that a full and accurate accounting of the Corporation's receipts and disbursements are made, monitoring the disbursement of funds as directed by the Board of Directors.
- B. With the assistance of the President and Chief Executive Officer, prepare an annual budget and an annual report on the Corporation's finances, making both available to the Board of Directors and members for review and audit.
- C. Serve as an ex-officio, non-voting member of the Audit Committee.
- D. Perform those other duties as assigned by the Board of Directors.
- E. The term of office of the Treasurer shall be one year. Nothing shall prevent a Director from serving as Treasurer for more than one consecutive term.



Section 5. Secretary. Duties of the Secretary shall include, without limitation:

- A. Promptly and accurately prepare the minutes of all meetings of the Board of Directors, Executive Committee, and the Annual Meeting. An audio or video recording of meetings may be maintained for additional record keeping purposes of the Corporation.
- B. Maintain an official list of the members of the Corporation, the Board of Directors, State Representatives and others as necessary.
- C. Be the official custodian of the Corporation's corporate seal.
- D. With the assistance of the President and Chief Executive Officer, maintain all records, documents, reports and correspondence of the Corporation.
- E. Perform those other duties as assigned by the Board of Directors.
- F. The term of office of the Secretary shall be one year. Nothing shall prevent a Director from serving as Secretary for more than one consecutive term.

Section 6. Incapacity or Vacancy. In the event of the incapacity of an Officer to serve in his/her position as an Officer, the next officer in successive order shall also assume the duties of that Officer on an interim basis, until the incapacity is remedied or until a vacancy is determined and filled pursuant to the Bylaws of the Corporation. The Treasurer shall assume the role of Secretary in the event of a vacancy in the office of Secretary.

For purposes of this section, the incapacity of an Officer to serve in his/her position shall be determined by the presence of a physical, mental or other inability to fulfill the duties of the office. This may be by voluntary notification to the Board of Directors by the Officer, or by action of the Board of Directors declaring such incapacity.

The vacancy of an office shall be filled by the Board of Directors. The replacement officer shall complete the unexpired term of the office unless otherwise mandated by the Bylaws of the Corporation.

For purposes of this section, a vacancy shall be determined if an Officer voluntarily resigns from the office or is removed as a Director of the Corporation. Nothing shall prevent an Officer from resigning his/her office, while not resigning as a Director of the Corporation. Notwithstanding the foregoing, should the Chair of the Board of Directors resign, he/she shall have resigned both as Chair and as a Director of the Corporation.

Section 7. Employees. The Corporation may employ certain Employees to carry-out the Mission of the Corporation, pursuant to the Bylaws of the Corporation and the policies and procedures of the Board of Directors.

The Board of Directors shall require adequate bonds to be furnished by all Employees handling the Corporation's finances. The bonds shall be approved by the Board of Directors and the premium shall be paid by the Corporation.

Section 8. President and Chief Executive Officer. The Corporation shall employ a President and Chief Executive Officer, who shall have executive authority for the management of the business and other affairs of the Corporation on behalf of the Board of Directors.

The President and Chief Executive Officer shall not serve as a Director or Officer of the Corporation, and shall serve as an Employee of the Corporation, employed under contract as approved by the Board of Directors.



The President and Chief Executive Officer shall have all authority specifically afforded by the Board of Directors, including the discretion to establish and prescribe the duties, compensation, benefits and obligations of all other Employees of the Corporation, in a manner not inconsistent with the Bylaws of the Corporation and pursuant to the policies and procedures of the Board of Directors.

Section 9. Agents. The Corporation may employ certain Agents to carry-out the Mission of the Corporation, and advocate on behalf of the Corporation, pursuant to the Bylaws of the Corporation and the policies and procedures of the Board of Directors.

ARTICLE V – COMMITTEES

Section 1. Committees and Task Forces. The Board of Directors shall authorize Committees to carry-out work on behalf of the Corporation, in an advisory capacity.

Committee chairs and Committee members shall be appointed by the Chair of the Board of Directors with the consent of the Board of Directors. The term of office for each Committee member shall be two years, to coincide with the term of office of the Chair of the Board of Directors. Each Committee chair shall be a Director of the Corporation. Each Committee, unless otherwise stated, shall include a minimum of five persons, including not less than one person who is not a Director, and may include Directors and representatives from the Affiliated Organizations, Advisory Boards, Honorary Board, State Representatives, and members or their representatives, in case of a member who is an organization or governmental entity.

Committees may meet at times convenient for the Board of Directors and as otherwise determined necessary by the Committee chair. For purposes of this section, a majority of a Committee's members shall constitute a quorum of the Committee, which shall be required to conduct the business of the Committee. Timely Notice shall be given to the members of the Committee of the times, dates and locations of all meetings.

Each Committee shall keep a full and fair account of its actions and regularly provide the same to the Secretary of the Board of Directors. Committee chairs may be requested to give reports to the Board of Directors at its regular meetings. A Committee chair may, from time to time, appoint sub-committees to carry-out specific work for the Committee.

The Chair of the Board of Directors may appoint special Task Forces or other Advisory Boards as, from time to time, may be determined necessary.

Section 2. Executive Committee. The Executive Committee of the Board of Directors shall consist of seven members, including the Chair, Vice Chair, Treasurer, Secretary, and three Directors who shall be elected at-large annually from among and by the Directors. In addition, the Immediate Past Chair of the Board of Directors shall serve as an ex-officio member of the Executive Committee, but shall not have voting rights on the Executive Committee.

Any Director may attend an Executive Committee meeting, but without vote. The President and Chief Executive Officer shall attend all meetings of the Executive Committee, but without vote.

The Executive Committee shall perform an annual evaluation of the President and Chief Executive Officer and shall establish management goals and objectives as part of the annual evaluation process and shall review all



personnel policies and procedures recommended by the President and Chief Executive Officer, and make recommendations to the Board of Directors on the approval of the same.

The Executive Committee may exercise the authority of the Board of Directors pursuant to, but not inconsistent with, the Bylaws of the Corporation and the policies and procedures of the Board of Directors.

Section 3. Governance Committee. The Governance Committee shall prepare reports and recommendations to the Board of Directors concerning the general governance of the Corporation, policies and procedures of the Corporation, amendments to the Articles of Incorporation and/or Bylaws of the Corporation, and strategic planning efforts for the Corporation. The committee shall certify qualified candidates for the election of Sister Cities International's Board of Directors and oversee administration of the election and voting process, including certification of voting results.

The Vice Chair of the Board of Directors shall serve as Chair of the Governance Committee. This Committee shall include not less than two persons who are not Directors.

Section 4. Finance Committee. The Finance Committee, with the assistance of the President and Chief Executive Officer, shall prepare an annual, balanced budget for the approval of the Board of Directors prior to the start of each fiscal year of the Corporation. The fiscal year shall be January 1 through December 31.

The Finance Committee shall monitor cash flow projections, review monthly financial statements, review the annual audit and propose amendments to the budget for the Corporation.

The Treasurer of the Board of Directors shall serve as Chair of the Finance Committee.

Section 5. Audit Committee. The Audit Committee shall be responsible for conducting an annual audit of the Corporation's finances and accounts, and shall engage a qualified, professional external auditing firm to perform the auditing services on behalf of the Corporation. The Audit Committee shall review any reports prepared by the auditor and report its findings to the Board of Directors and members of the Corporation.

The Audit Committee shall perform other oversight functions as assigned by the Board of Directors, to ensure responsible custodianship of the Corporation's assets.

The Treasurer of the Board of Directors shall serve as an ex-officio, non-voting member of the Audit Committee and shall not be eligible to serve as Chair of the Audit Committee.

Section 7. Development Committee. The Development Committee shall set strategy, oversee progress, and lead the Board of Directors for all SCI fundraising. The Development Committee shall provide direct support to the President & CEO and other relevant staff, who are accountable for SCI's overall fundraising efforts. It shall also ensure alignment across the organization of plans, messages, and activities related to development efforts.

Section 8. Membership Committee. The Membership Committee shall actively make recommendations to the Board of Directors regarding the structure and classes of membership, recruitment and retention strategy, identification of member benefits for member classes, and areas of research and trends within the network.

Section 9. Board Development Committee. The Board Development Committee shall assess the capabilities of the Board of Directors on a yearly basis, recommend eligible candidates based on this assessment, be



responsible for onboarding of new Directors, and develop and monitor plans for increasing Board accountability and engagement including evaluation of individual Directors as well as the overall Board.

Section 10. Strategy & Programs Committee The Strategy & Programs Committee, in close collaboration with the full Board of Directors and staff, shall monitor and oversee progress against the strategic direction of Sister Cities International. As part of this responsibility, it shall provide input to, and oversight of, SCI programs and activities that SCI undertakes to achieve its strategy and goals, including youth programs and conference programming.

ARTICLE VI – AFFILIATED ORGANIZATIONS AND ADVISORY BOARDS

Section 1. Affiliated Organizations. The Board of Directors may recognize or establish one or more organizational units or other special groups affiliated with or within the Corporation, including but not limited to those specifically enumerated in the Bylaws of the Corporation.

Section 2. Advisory Boards. Advisory Boards may be named to provide assistance and advice to the Corporation. Advisory Board members shall be appointed by the Chair of the Board of Directors, with the consent of the Board of Directors, and shall be for a term of two years. Nothing shall prevent an Advisory Board member from serving more than one consecutive term.

Section 3. Honorary Board Alumni. An Honorary Board Alumni may be appointed. The Honorary Board shall be composed of persons who have served the Corporation in an exemplary manner, have rendered outstanding service locally, nationally or internationally on behalf of the Mission of the Corporation, or are otherwise recommended for appointment.

Honorary Board Alumni members shall be presented by the Chair of the Board of Directors for approval by the Board of Directors. Honorary Board Alumni appointments shall be on-going appointments, carrying no specified expiration or fixed term of appointment. Honorary Board Alumni members may be removed for cause by action of the Board of Directors after consultation with the Honorary Board Alumni.

Section 4. Global Awareness Team. The Global Awareness Team shall serve to extend the leadership representative and operational reach of the Chair and President/CEO, composed of the Eisenhower Distinguished Leadership Council, Mayors Leadership Council, and the Global Envoys.

Section 5. Chair Emeritus Council. The Chair Emeritus Council, comprised of all past Chairs, serves as a historical, organizational and outreach resource, as well as a pool of experienced SCI national executive leadership representatives at the disposal of the Chair.

ARTICLE VII – STATE REPRESENTATIVES

Section 1. Purpose. Sister Cities International State Representatives serve as the operational field team to support the growth and development of the SCI movement. They assist and work with the Corporation to facilitate the formation of new sister community relationships, to advise, assist and provide expertise at the local, municipal, county, state, provincial, territorial, regional, national or international levels, to encourage the growth of member programs and services, to serve as a conduit for communication between member communities in their states and the President/CEO and to ensure dynamic and responsive service to existing relationships according to the Mission of the Corporation..



Section 2. Role. The role of the State Representative is to represent Sister Cities International, to grow the network of member communities, to communicate between local members and the Corporation leadership and staff, to connect member communities to organizations and resources, and to advise and assist member communities.

Section 3. Appointment. Each of the states and territories of the United States of America may have one or more State Representatives. The Chair of the Board of Directors shall nominate individuals to the Board of Directors for appointment as State Representatives, as required.

ARTICLE VIII – COUNTRY/REGIONAL REPRESENTATIVES

Section 1. Purpose. Sister Cities International Country/Regional Representatives serve as the operational field team to support the growth and development of the SCI movement. They assist and work with the Corporation to facilitate the formation of new sister community relationships, to advise, assist and provide expertise at the local, municipal, county, state, provincial, territorial, regional, national or international levels, to encourage the growth of member programs and services, to serve as a conduit for communication between member communities and the President/CEO and to ensure dynamic and responsive service to existing relationships according to the Mission of the Corporation.

Section 2. Role. The role of the Country/Regional Representative is to represent Sister Cities International, to grow the network of member communities, to communicate between member communities and the Corporation leadership and staff, to connect member communities to organizations and resources, and to advise and assist member communities.

Section 3. Appointment. Each country within the Sister Cities Membership network may have one or more Country/Regional Representatives. The Chair of the Board of Directors shall nominate individuals to the Board of Directors for appointment as Country/Regional Representatives, as required.

ARTICLE IX – CONFERENCES AND MEETINGS

Section 1. Annual Conference. The Board of Directors may determine the date and location of any Annual Conference and for any Regional Conferences, for any year in which any such conference shall be convened. Timely Notice shall be given to the members of the date and location.

The Chair of the Board of Directors shall set the agenda for any Annual Conference and any Regional Conferences, and shall preside over its official functions, activities and events.

Section 2. Annual Meeting. The Board of Directors shall determine the time, date and location of the Annual Meeting. Voting members may participate in person, via electronic or telephonic means or by advance submission of a written ballot for purposes of establishing a quorum and taking action at the Annual Meeting. Timely Notice shall be given to the members of the time, date and location. Directors for the Corporation shall be elected at the Annual Meeting pursuant to the Bylaws of the Corporation. Official business of the Corporation, including the consideration and passage of resolutions, and the adoption of Amendments to the Articles of Incorporation and/or Bylaws of the Corporation, shall only be conducted and transacted at the Annual Meeting.



The Chair of the Board of Directors shall preside over and set the agenda for the Annual Meeting. Any conflict with regard to the form, function or procedure of the Annual Meeting shall be resolved by ruling of the Chair, at the Chair's sole discretion. As presiding officer at the Annual Meeting, the Chair of the Board of Directors shall determine and declare, by a ruling of the Chair, at the Chair's sole discretion, if a quorum of Voting Members is present and available to conduct the business of the Corporation. Upon declaration by the Chair that a quorum is present at the beginning of the Annual Meeting, the members may act upon any or all items presented for their consideration. Any action made or taken by the members must be done by a majority vote of those votes cast by the Voting Members present at the time of the vote during the Annual Meeting, unless otherwise specified pursuant to the Articles of Incorporation or Bylaws of the Corporation.

Section 3. Regular Meetings and Special Meetings. Regular Meetings and Special Meetings may be held by the Board of Directors on behalf of the Corporation.

The Board of Directors shall regularly meet not less than three times each calendar year. The Board of Directors shall determine the times, dates and locations of all Regular Meetings and shall give Timely Notice to the Board of Directors of the times, dates and locations. Directors may participate in person or via electronic or telephonic means for purposes of establishing a quorum and taking action at a Regular or Special Meeting.

Special Meetings of the Board of Directors may be called by the Chair of the Board of Directors or by the Executive Committee. The business conducted at a Special Meeting shall be confined to the purposes stated in the meeting notice. For purposes of this section, notice of a Special Meeting must be given to the Board of Directors not less than forty-eight hours in advance and shall include the time, date, location and purposes of the Special Meeting. Directors may participate in person or via electronic or telephonic means for purposes of establishing a quorum and taking action at a Special Meeting.

Section 4. Attendance. Each Director shall be required to attend all Regular Meetings of the Board of Directors. If a Director is absent from two or more consecutive Regular Meetings, he/she may be declared resigned from office by the Board of Directors for failure to meet the meeting Attendance requirements of the Corporation. An excused absence from a Regular Meeting may be granted by the Chair of the Board of Directors. An excused absence shall not be considered an absence for the purpose of this section.

Section 5. Timely Notice. Unless otherwise prescribed by the Bylaws of the Corporation, Timely Notice of a conference or meeting shall be considered given when delivered by postal, written or electronic means, personal service, or by written or verbal statement at an Annual Conference, Annual Meeting, Regular Meeting, or Special Meeting of the Board of Directors or members of the Corporation, when given not less than ten days in advance of said conference or meeting.

Section 6. Voting Procedures. Only Voting Members of the Corporation shall be eligible to cast votes in conferences and meetings of the Corporation or in elections of the Board of Directors.

Each Voting Member shall certify its voting delegates, including alternate delegates, who shall be authorized to cast a Voting Member's votes at an Annual Meeting of the Corporation. The Governance Committee shall certify Voting Members and their voting delegates, and alternates, who shall be authorized to cast ballots in any meeting of the Corporation or in elections of the Board of Directors.



Each voting delegate or alternate shall be registered for the Annual Meeting, in order to cast votes in person at the Annual Meeting and will be issued non-transferable voting credentials for use during Annual Meeting. A list of all certified voting delegates shall be maintained by the Secretary of the Board of Directors.

Each Voting Member in good standing with the Corporation shall be accorded a certain number of possible votes to cast in a meeting of the Corporation or in elections of the Board of Directors, according to its dues classification. A Voting Member in the minimum membership classification shall have two votes. A Voting Member in the next higher membership classification shall have three votes. A Voting Member in all higher membership classifications shall have four votes.

Each voting delegate may cast all or any portion of the votes he/she is entitled to cast as determined by membership classification. An alternate delegate may only vote in the absence of the voting delegate.

Voting in elections of the Board of Directors shall be done by secret ballot, either electronically or in person. Voting at any conference or meeting may be done by roll call, voice, secret ballot, show of hands or signs, or otherwise as determined at the time of each vote. Proxy voting shall not be permitted.

ARTICLE X – PARLIAMENTARY AUTHORITY

Section 1. Parliamentary Procedure. The rules contained in the most recent and current edition of Robert’s Rules of Order Newly Revised shall govern the Corporation in all cases to which they are applicable to the extent they are not inconsistent with the Articles of Incorporation or Bylaws of the Corporation, or any special rules of order that the Corporation may occasionally adopt, and any ordinances or laws applicable to the Corporation.

Section 2. Parliamentarian. The Chair of the Board of Directors may appoint a qualified Parliamentarian for meetings. Any conflict with regard to the form, function or procedure of the Annual Meeting shall be resolved by a ruling of the Chair, at the Chair’s sole discretion.

ARTICLE XI – INDEMNIFICATION

Section 1. Right to Indemnification. To the fullest extent permitted by law, every person who is or was a Director, Officer, Employee, Agent or Coordinator of the Corporation shall have a right to be indemnified by the Corporation against all reasonable expenses incurred by him/her in connection with or resulting from any claim, action, suit or proceeding in which he/she may become involved as a party or otherwise by reason of being or having been a Director, Officer, Employee or Agent of the Corporation, provided, however, that said claim, action, suit or proceeding shall be prosecuted to a final determination and he/she shall be vindicated on the merits. In the absence of such a final determination vindicating him/her on the merits, indemnification shall be provided to the extent the Board of Directors shall determine, subject to the By-Laws of the Corporation, that his/her conduct did not constitute negligence or misconduct in the performance of a duty and that he/she fully cooperated with the Corporation in the defense or disposition of any said claim, action, suit or proceeding. Any such Board determination may be based upon the opinion of qualified legal counsel.

For purposes of this section, reasonable expenses shall be deemed to include, without limitation, reasonable legal counsel fees and disbursements, judgments, fines, penalties and reasonable amounts paid in settlement.

For purposes of this section, a claim, action, suit or proceeding shall be deemed to include every claim, action, suit or proceeding, whether civil or criminal, derivative or otherwise, administrative, judicial or legislative, at the



trial level or on review, and shall include any reasonable apprehension or threat of such a claim, action, suit or proceeding.

A settlement plea of nolo contendere, consent judgment, adverse civil judgment or conviction shall not of itself create a presumption that the conduct of the person seeking indemnification constituted negligence or misconduct in the performance of a duty, but the Board of Directors shall be bound by a civil judgment or conviction adjudging the person liable for or guilty of such negligence or misconduct.

The Right to Indemnification shall extend to any person otherwise entitled to it under this section, whether or not that person continues to be a Director, Officer, Employee, Coordinator or Agent of the Corporation at the time such liability or expense is incurred. This shall extend to the legal representation and heirs of any person otherwise entitled to indemnification. If the person meets the requirements of this section with respect to some matters in a claim, action, suit or proceeding, but not with respect to others, such person shall be entitled to indemnification as to the former.

Section 2. Good Faith Reliance. To the fullest extent permitted by law, the Corporation's Directors, Officers, Employees, Coordinators and Agents shall, in the performance of their duties, be fully protected in relying in good faith upon the books of account or reports made to the Corporation by any of its Officers or Committees selected and supervised with reasonable care by an independent certified public accountant, by an appraiser selected with reasonable care by the Board of Directors or by any such Committee, or in relying in good faith upon other records of the Corporation.

Section 3. Insurance. To the fullest extent permitted by law, the Corporation may purchase and maintain insurance against all or a portion of any liabilities and expenses, if any, resulting from the indemnification of any persons pursuant to the Bylaws of the Corporation.

Section 4. Other. Nothing shall exclude any other rights of indemnification or other rights to which any Director, Officer, Employee, Coordinator or Agent may be entitled by contract, by action of the Board of Directors, or as a matter of law.

Section 5. Severability. If any clause, provision or application of the Bylaws of the Corporation shall be determined to be invalid, the other clauses, provisions or applications shall not be affected but shall remain in full force and effect.

Section 6. Claims Made After Adoption. This shall be applicable to claims, actions, suits or proceedings made or commenced after its adoption, whether arising from act or omissions occurring before or after its adoption.

ARTICLE XII—Records and Reports

Section 1. Maintenance and inspection of record of accounts, board minutes, articles of incorporation and bylaws. The corporation shall keep at its principal office:

- a) Adequate and correct books and records of account;
- b) Written minutes of the proceedings of its Board and committees of the Board; and
- c) The original or a copy of the articles of incorporation and bylaws, as amended to date.

Section 2. Maintenance and inspection of other corporate records The accounting books, records, and minutes of proceedings of the members and the Board of Directors and any committee(s) of the Board of Directors shall



be kept at such place or places designated by the Board of Directors, or, in the absence of such designation, at the principal executive office of the corporation. The minutes shall be kept in written or typed form, and the accounting books and records shall be kept either in written or typed form or in any other form capable of being converted into written, typed, or printed form.

Section 3. Inspection by Directors Every director shall have the absolute right at any reasonable time notice (normally defined as 72 hours) to inspect all books, records and documents of every kind and the physical properties of the corporation and each of its subsidiary corporations. This inspection by a director may be made in person or by an agent or attorney, and the right of inspection includes the right to copy and make extracts of documents.

Section 4. Annual report The corporation shall provide to the directors, within 120 days of the close of its fiscal year, a report containing the following information in reasonable detail:

- a) The assets and liabilities, including the trust funds, of the corporation as of the end of the fiscal year.
- b) The principal changes in assets and liabilities, including trust funds, during the fiscal year.
- c) The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes, for the fiscal year.
- d) The expenses or disbursements of the corporation, for both general and restricted purposes, during the fiscal year.

Section 5. Document Retention and Destruction Policy

- A. **General Terms of the Policy-** The Corporation's directors, officers, employees, volunteers, and independent contractors are required to follow the terms of this Policy:
 1. Paper or electronic documents indicated under the terms for retention below will be transferred and maintained by, as otherwise designated by the President of the Corporation, the Human Resources, Legal or Administrative staffs/departments or their equivalents; and
 2. No paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation.
- B. **Permanent Retention-** The following documents shall be retained permanently by the Corporation:
 1. Organizational documents and records of governance – Certificate of Incorporation and amendments, Bylaws and amendments, policies, governing board and board committee minutes and resolutions, and other organizational documents;
 2. Application for Recognition of Exemption (IRS Form 1023) and all supporting documents and correspondence with the Internal Revenue Service, including determination letter recognizing exempt status;
 3. Charitable registration and solicitation applications and annual reports, and any and all renewals, extensions, amendments or modifications thereof, as may be filed with any state, local or foreign governmental agency or instrumentality;
 4. Tax records – IRS Forms 990 and 990-T, and all other filed federal and state returns/reports and supporting records, private letter rulings, and files related to tax audits, including closing agreements;



5. Intellectual property records – Copyright and trademark registrations and samples of protected works;
 6. Financial records – Audited financial statements and attorney contingent liability letters; and
 7. Pension plan – Documents related to the establishment of a pension plan or trust.
- C. **Seven-year Retention-** The following documents shall be retained for seven years following the filing of related forms by the Corporation:
1. Pension and benefit records – Pension (ERISA) plan participant/beneficiary records, actuarial reports, related correspondence with government agencies, and supporting records; and
 2. Government relations records – State and federal lobbying reports and supporting records.
- D. **Four-year Retention-** The following documents shall be retained for four years by the Corporation:
1. Employee/employment records – Employee names, addresses, social security numbers, dates of birth, INS Form I-9, resume/application materials, job descriptions, dates of hire and termination/separation, evaluations, compensation information, promotions, transfers, disciplinary matters, time/payroll records, leave/comp time/Family Medical Leave Act, engagement and discharge correspondence, and documentation of basis for independent contractor status (retain for current employees and independent contractors and for four years after departure of each individual);
 2. Employment tax records – Employment tax records shall be retained for four years after the date the tax becomes due or is paid, whichever is later;
 3. Lease, insurance, and contract/license records – Software license agreements, vendor, hotel, and service agreements, independent contractor agreements, employment agreements, consultant agreements, and all other agreements (retain during the term of the agreement and for four years after the termination, expiration, or nonrenewal of each agreement); and
 4. Bank statements and related documents.
- E. **Retention of Electronic Data Pursuant to Board Policy** - The Board of Directors may determine that a particular project, issue, task, or work product of the Corporation may result in the production of electronic data and emails that are to be retained for a period that is longer than stated in this Policy. In the event of such determination, the Corporation may employ an email filtering system to retain emails and attachments related to the specific issue and such electronic data shall be stored pursuant to the specific policy adopted by the Board of Directors.
- F. **Retention of Documents Pursuant to a Law or Agreement-** In the event that a federal or state law or an agreement with respect to a particular document shall require the retention of a document for a period that is longer than stated in this Policy, such law or agreement shall supersede this Policy. Types of documents governed by this section shall include, but shall not be limited to, grantor agreements, insurance policies, state reports, and documents related to creditors.
- G. **Exceptions-** Exceptions to the terms of this Policy may be granted only by the President of the Corporation.
- H. **Enforcement and Review of the Policy**
- a. **Responsible Persons-** The President of the Corporation shall assign the responsibility to retain and destroy documents to the appropriate individual in the Human Resources, Legal, or Administrative departments that oversee particular documents. Each department shall



document the storage and destruction of electronic and paper files, including detailed logs of record-purging and back-up activities and archiving of documents and shall report to the Board of Directors, on an annual basis, a summary of compliance with this Policy.

- b. **Review of the Policy-** The Board of Directors shall review this Policy at its annual meeting to determine compliance and the reliability of its procedures.

ARTICLE XIII- MISCELLANEOUS

Section 1. Construction and Definitions Unless the context requires otherwise, the general provisions, rules of construction, and definitions in the District of Columbia Nonprofit Corporation Law shall govern the construction of these bylaws. Without limiting the generality of the above, the masculine gender includes the feminine and neuter, the singular number includes the plural, the plural number includes the singular, and the term “person” includes both the corporation and a natural person.

Section 2. Non-Discrimination The corporation shall comply with all federal, state and local laws prohibiting unlawful discrimination and is committed to organizational transparency and accountability.

Section 3. Fiscal Year The fiscal year of this corporation shall be a twelve (12) month period beginning January 1 and ending December 31st.

Section 4. Financial Review or Audit There shall be a financial review or annual audit of the financial statements of the corporation by a firm of certified public accountants as soon as practicable after the close of each fiscal year.

Section 5. Whistleblower Policy It is the responsibility of all directors, officers, employees, and interns to comply with this policy and to report possible wrongdoing in accordance with this policy.

The Corporation takes seriously its responsibility to investigate reports of possible wrongdoing and to protect any director, officer, employee, or intern who in good faith makes any such reports to the Corporation or to a law enforcement agency.

The Corporation expressly prohibits any form of retaliation, including (but not limited to) harassment, intimidation, or adverse employment action, against any director, officer, employee, or intern who reports in good faith a concern about possible wrongdoing and/or cooperates in any investigation thereof.

Any director, officer, employee, or intern who engages in retaliation will be subject to discipline, up to and including termination or removal. Malicious and untrue allegations of wrongdoing may result in disciplinary action, up to and including termination or removal.

Any director, officer, employee, or intern may report any good faith concern or suspicion about possible wrongdoing. Although reports may be made anonymously, the Corporation encourages reporting individuals to identify themselves since anonymity may impair the Corporation’s ability to investigate the concerns effectively. Every effort will be made to protect the reporting individual’s identity.



Although reports may be made orally, the Corporation encourages written reports since these will create a record of the report and reduce the chance of a report being misunderstood. Reports should be factual and contain as much specific, relevant information as possible.

Ordinarily, a report to the Corporation of concerns or suspicions about possible wrongdoing should be made to the President of the Corporation. If making a report to the President is impractical or inappropriate under the circumstances, or if the President is the person, or one of the persons, suspected of wrongdoing, then the report may instead be made to any director of the Corporation.

The action taken by the Corporation in response to a report of wrongdoing will depend on the nature of the concern expressed in the report and may include a referral of the report to a law enforcement agency. Initial inquiries may be made by the Corporation to determine whether an investigation is appropriate and, if so, the manner of the investigation.

The outcome of any investigation of a report of possible wrongdoing, and any other actions taken in response to a report, shall be reported in writing to the President. The foregoing procedures for reporting concerns or suspicions about possible wrongdoing also apply to complaints of retaliation for having made such a report.

ARTICLE XIV – AMENDMENTS TO ARTICLES OF INCORPORATION

Section 1. Amendments. Proposed Amendments to the Articles of Incorporation of the Corporation must be submitted to the Board of Directors by the Governance Committee. The Board of Directors may consider any Proposed Amendments at its own discretion.

Section 2. Process. The Board of Directors shall adopt resolutions setting forth any proposed Amendments prior to submitting them to a vote of the members at the Annual Meeting. Notice of any proposed Amendments shall be given to the Voting Members not less than sixty days in advance of consideration at the Annual Meeting. Proposed Amendments to the Articles of Incorporation are not subject to amendment from the floor of the Annual Meeting and shall be adopted upon the affirmative vote of two-thirds or more of the votes cast by the Voting Members present at the time of the vote.

ARTICLE XV – AMENDMENTS TO BYLAWS

Section 1. Proposed Amendments. Proposed Amendments to the Bylaws of the Corporation must be submitted to the Board of Directors by the Governance Committee. The Board of Directors may consider any Proposed Amendments at its own discretion.

Section 2. Process. The Board of Directors shall adopt resolutions setting forth any proposed Amendments prior to submitting them to a vote of the members at the Annual Meeting. Notice of any proposed Amendments shall be given to the Voting Members not less than sixty days in advance of consideration at the Annual Meeting. Proposed Amendments to the Bylaws are not subject to amendment from the floor of the Annual Meeting and shall be adopted upon the affirmative vote of two-thirds or more of the votes cast by the Voting Members present at the time of the vote.



Section 3. Adoptions and Amendments. These Bylaws of the Corporation are in full force and effect, having been formally and officially adopted, amended and/or restated on the following dates:

Adopted:	December 2, 1967	July 23, 1996
Amended:	December 6, 1968	July 24, 1996
	August 29, 1970	July 28, 2001
	September 17, 1971	July 20, 2002
	March 5, 1972	July 26, 2003
	August 19, 1972	July 19, 2008
	March 4, 1973	August 1, 2009
	September 21, 1974	July 14, 2012
	March 2, 1975	July 12, 2013
	March 13, 1976	August 1, 2014
	August 19, 1981	July 17, 2015
	March 20, 1982	July 15, 2016
	July 19, 1986	July 14, 2017
	March 11, 1988	August 3, 2018
	July 23, 1988	July 18, 2019
	May 16, 1992	July 8, 2020
	July 11, 1992	July 14, 2021
	March 21, 1993	July 8, 2022
	July 17, 1993	July 28, 2023
	November 7, 1993	

CERTIFICATE OF SECRETARY

I certify that I am the duly elected and acting Secretary for Sister Cities International, Inc., a District of Columbia nonprofit public benefit corporation, that the above bylaws, consisting of 18 pages, are the bylaws of this corporation as adopted by the Board of Directors on July 8, 2022, and that they have not been amended or modified since that date.


