



**BOYS & GIRLS CLUBS
OF AMERICA**

ADVISORY BOARD TOOL KIT

Version 1

LEADING EDGE: 2020
GREAT BOARDS, GREAT FUTURES
www.bgcaboards.org

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Profile of an Effective Unit or County Board of Directors

A person who:

- is knowledgeable about the social concerns of the community;
- desires to give the time for effective activity of the organization;
- has the resources (personal and/or corporate) to apply to the needs of the Club (which is very important for organizations primarily supported from private sources);
- has influence with others to attract support to the Club;
- is a perceptive and cooperative person in the area of human relations;
- shows enthusiasm in support of the project;
- is a willing participant in community affairs;
- is dedicated to helping others and modest in the light of responsibilities as a board member;
- treats staff as a partner, while maintaining overall supervision and control;
- avoids being overawed by others on the board whether they be executive staff; leaders of business, labor or society; professionals in social work, education, medicine, etc.;
- welcomes information and other best available advice, but reserves the right to arrive at decisions on the basis of his or her own judgment;
- respects the right of other members and staff to disagree and to have a fair hearing of their points of view;
- accepts as routine that decisions must be made by majority vote; and who will, at times, go against theirs;
- criticizes, when necessary, in a constructive way and when possible, suggests an alternative choice and;
- endeavors to keep disagreements and controversies impersonal and to promote unity.

Job Description for Individual Unit or County Board of Directors Members

Job Title: Unit or County Board of Directors Member

Accountability: Corporate Board of Directors and or assigned board or staff delegate

General Function: To advise the corporate board and the assigned unit staff leadership of the Boys & Girls Clubs of **(Your City)** on specific matters regarding community needs, program strategy, facilities, and community awareness of the unit's role in achieving the organization's mission and purpose. To secure funding for the local Club as determined and appropriate.

Know-How

- Has achieved recognition and status within the community.
- Is knowledgeable about the social concerns of the community.
- Has the resources and ability to influence resources to apply to the needs of the Boys & Girls Club.

Key Role

Under the policies and procedures of the corporate board of the Boys & Girls Clubs of **(Your City)**, attend to the following key roles:

- **Trusteeship:** In keeping with the corporate mission, be responsible for protecting the mission of the local Boys & Girls Club unit of service.
- **Advocate and Mission Messenger:** Communicate the impact and mission of the Unit Club and Corporation in meeting the needs of children
- **Build Community Awareness:** Understanding the short and long terms needs of the community and it's youth
- **Planning:** Offer advice and insight in planning for the address future.
- **Policy and Evaluation:** Adhere to the evaluation and policies of the corporate board of directors.
- **Networking and Collaboration:** Interface with community business leaders and program partners to secure resources for the local Club
- **Resource Development:** Raise and contribute funds for benefit the unit club and supporting corporate services.

Job Description for Individual Unit or County Board of Directors Members, continued

Duties

- Complete the Unit or County Board of Directors profile and annual involvement plan.
- Participate in and complete an orientation session for new Unit or County Board of Directors members.
- Serve as an active member of a least one (1) unit committee and other council-related work.
- Interact and participate in a positive relationship with other Unit or County Board of Directors members, the corporate board, and professional staff.
- Serve as a spokesperson for the Boys & Girls Club in your formal and informal networks.
- Assist in financial development for the unit and organization by making a personal financial contribution and by participating in the unit's fundraising projects.
- Participate in the development of the unit's strategic plan; insure congruence with the corporate planning process.
- Attend and participate in (X %) of Unit or County Board of Directors meetings (weekly, monthly, etc.) and activities conducted or sponsored by the local unit, Boys & Girls Clubs of **(Your City)** and the community.
- Stay abreast and keep informed of BGC activities by reading advisory council minutes and web based information.
 - Participate in evaluating your individual and the overall success of the Unit or County Board of Directors.
 - Participate in the completion of Commitment to Quality for the unit Club.
 - Insure open communication, proactive problem solving, with the corporate board and its assigned delegates.
 - Single mindedness in carrying out the mission of corporation to meet the needs of the unit Club.

Unit or County Board of Directors Prospect Sheet

Prospect's Name: _____

Home Address: _____

Business/Profession: _____ Office Address: _____

Home Phone: _____ Office Phone: _____

E-Mail: _____ Office Fax: _____

1. Prospect's familiarity with Boys & Girls Club (agency purpose, goals, functioning, etc.):

2. Prospect's management experience (current position, tenure, past management experience, etc.):

3. Prospect's community involvement (other community groups, leadership positions, etc.):

4. Degree to which prospect is well-known and recognized (media attention, public recognition, etc.):

Unit or County Board of Directors Profile Form

Name: _____ Sponsored by: _____

(Please include a recent photograph)

Profession/Business: _____ Position: _____

Business Address: _____

Phone: _____ Fax: _____ Secretary: _____

Email: _____

Home Address: _____

Phone: _____ Spouse: _____ Children: _____

(Please indicate address where you prefer to receive your mail)

Birthday: _____ Birthplace: _____

Education: _____

Church Affiliation: _____ Hobbies: _____

Membership in Service Clubs: _____

Social Clubs: _____

Membership/Offices Held/Other Agency Boards:

Civic Appointments:

Political Offices:

Where elected to Boys & Girls Club of **(Your City)** Unit or County Board of Directors Committee: _____

Assignments/ Offices Held: _____

(See next page for committee assignment)

Unit or County Board of Directors Profile Form, continued

Below are the committees of the Boys & Girls Club of (Your City). Please indicate your 1st and 2nd preference. Some ad hoc assignments will be made.

_____ **Operations committee, which includes:**

- Planning (growth, outreach).
- program.
- facilities/property management.

_____ **Resource development committee, which includes:**

- budget development and management.
- individual/community giving.
- special events.

_____ **Support services committee, which includes:**

- Unit or County Board of Directors development (member recruitment, retention, and succession).
- advocacy and marketing.
- technology.

Signed: _____ Date: _____

Unit or County Board of Directors Member Welcome Letter

Date

Address

Dear:

Congratulations on your election to the Boys & Girls Club of **(Your City)** Unit or County Board of Directors. We are thrilled that you have agreed to serve in this capacity. You and the other members of the Unit or County Board of Directors play a key role in the successful delivery of our mission to the hundreds of kids in our Club. These kids depend on the Club to provide them with a safe place to learn, to grow, and to have fun. With your leadership, ideas and commitment, we can deliver quality programs in our five impact areas: character and leadership development; education and career development; the arts; health and life skills; and sports, fitness and recreation.

We know that you have many requests of your time and expertise. We are grateful that you have chosen to share some of your time with the Boys & Girls Club of **(Your City)** Unit or County Board of Directors and the youth we serve. Hopefully, you will find your experience as a council member one that is as equally rewarding to you as it is to us. If ever you have any suggestions or questions, please contact me. Together, we will provide the young people at our Clubs with a brighter future.

Regards,

(Name of President)

President/Chief Professional Officer

Performance Guidelines for Unit or County Board of Directors Members

Volunteers on the Unit or County Board of Directors are people who give their time in service to the community. In addition, they have a unique opportunity to serve as interpreters between the community and the agency.

As a Unit or County Board of Directors member, you should:

- **Carefully choose the area in which you wish to work.** Jobs suited to your interest and abilities are likely to be rewarding.
- **Realistically estimate the amount of time you have to give.** Most volunteer assignments require a minimum amount of hours a week. When making a time commitment, it should be honored.
- **Expect to arrive at your assignment at your agreed time.** If you must be absent or late, you should call as soon as possible.
- **Be clear as to what your roles and duties are.** Request and review a written job description. Volunteers should expect continued guidance and directions.
- **Expect to participate in orientation sessions and attend training programs (when available).** If you find that your time is not well spent, you should discuss the situation with the person in charge.
- **Respect the principle of confidentiality and follow the same ethical standards expected of all staff members.**
- **Approach your work situation with an open mind.** If there is any procedure you do not understand, you should ask questions. There may be a good reason for it, or it may be time for a change.

Unit or County Board of Directors Membership Agreement

The Unit or County Board of Directors is an active support group of the organization. The purpose of the Unit or County Board of Directors is to implement an organized plan to support the programs and activities for the Unit Club members. The key gratification as a Unit or County Board of Directors Member is involvement and accomplishment. Each member may contribute to the organization in different ways and through different efforts agreed upon during the year. By investing your time, talents and/or finances, you can help the staff; corporate board, council and organization make a positive impact on the lives of the youth that we serve.

As a Unit or County Board of Directors Member of the Boys & Girls Clubs of **(Your City)**, _____, I understand that my duties and responsibilities include the following, and I am willing to actively participate as indicated below:

- a. Attend the following meetings/events during the year:
 - (X number) Regular Unit or County Board of Directors Meetings
 - Annual Unit or County Board of Directors Retreat
 - Others as determined by the Unit or County Board of Directors
- b. Serve on a standing committee (Indicate committee preference below):
 - Operations committee, which includes:
 - planning (growth, outreach).
 - program.
 - facilities/property management.
 - Resource development committee, which includes:
 - budget development and management.
 - individual/community giving.
 - special events.
 - Support services committee, which includes:
 - Unit or County Board of Directors development (member recruitment, retention, and succession).
 - advocacy and marketing.
 - technology.
- c. Attend monthly committee meetings.
- d. Work on at least one and preferably two projects/year.

Sample Unit or County Board of Directors Orientation Program

Use this as an outline to develop Unit or County Board of Directors orientation programs for your Club.

1. History of Club
 - a. Club Fact Sheet
2. Board Member Prospect Sheet
 - a. Profile of an effective Council Member
 - b. Unit or County Board of Directors Profile Form
 - c. What is expected of a Council Member?
 - d. Welcome Letter
 - e. New Council Member Orientation
 - f. Council Member Code of Ethics
3. Unit or County Board of Directors Structure Overview
 - a. Current Council Structure Officers and Committee Chairs
 - b. Current Committee Assignments
 - c. Current Council Roster
4. Current Unit or County Board of Directors of Directors Yearly Planner
5. Current Unit or County Board of Directors Work Plan (to be added)
 - a. Current Club Operating Budget
 - b. Current Champions for Youth Annual Campaign Goals
 - c. Continuing the Momentum, Council Three Year Strategic Plan
 - d. Current Committee Guidelines and Goals (to be added at Dec. meeting)
 - e. Strategic Planning Feedback and Evaluation Form
6. Evaluation of Council Effectiveness
7. Guidelines for staff working with Unit or County Board of Directors Committees
8. Boys & Girls Clubs of **(Your City)** Unit or County Board of Directors Policy Determination
 - a. Directors and Officers Insurance Liability Coverage
 - b. Relationship between the Unit or County Board of Directors and BGCA
9. Unit or County Board of Directors Bylaws
10. The Boardroom Briefs-BGCA Tools for Board Training

Boys & Girls Club of (Your City) Sample History

- In 2000 as a result of their friendship with and interest in those friends who were interested in starting a Club in (Your City), John and Joyce Stevens began working with their friends Mickey and Nina Kay Lankford to address the needs of "at risk" children in their county.
- In July of 2000, John C. presented a \$5,000 donation from (Name of Company); this was the first donation to the Club.
- In October of 2000 a group of (Local) citizens led by John and Janice V. gathered to participate in an informational meeting regarding the organization of a Boys & Girls Club in (Your City) (27 community leaders attended).
- First Board of Directors meeting was **July 9th, 2001.**
- On December 20, 2001, the Boys & Girls Clubs of (Your City) was officially accepted into membership of Boys & Girls Clubs of America as a Unit of Boys & Girls Clubs of (Your City).
- In January 2002 the Chief Professional Officer, Lynn X., was hired.
- Club opened on March 11, 2002. In a building provided by Johnston County Parks & Recreation Department
- In November 2002 became a unit of *Boys & Girls Clubs of (Your City)*,
- In June 2005 Joe X. was hired as Chief Professional Officer
- Membership in 2005 was 615: 476 (Unit A) 139 (Unit B)
 - o 79 % are economically disadvantaged
- Expanded membership and attendance
 - o Unit B after school program opened in January 2005
 - 139 new members
 - Site Coordinator Bob Z. was hired in February 2005
 - o Construction of new club in Unit A
 - Three Phase plan including Clubhouse, Gym and Teen Center
 - Membership Goal can go as high as 780*
 - Optimum Daily Attendance will be 225
 - o 195 six to twelve year olds
 - o 30 teens (13-18 years old)

**based on information from BGCA*

Boys & Girls Club of (Your City) Sample Fact Sheet

Geographic Profile:

X County is located approximately forty-five miles east of (Your City), twenty miles west of (City Name). (City Name), the county seat, is home to the X County Airport and a regional industrial park.

According to recent census estimates, the population of approximately 77,182 residents is expected to grow to 95,735 residents by 2010. In terms of demographics, 80% of the county's residents are white, 16% are African-American, 2.5% are Hispanic and the remaining 1.5% are a combination of American Indian, Asian, and other racial groups.

Overview of X County Boys & Girls Club – Both Unit A and Unit B

Participants

Number of children served: 476 Unit A; 139 Unit B; Total 615

75% of participating children are: African American; 19.5% Caucasian; 4% multi-racial, and 1% Hispanic

79% of Club members come from households with annual incomes of less than \$26,000

79% of participating children come from single-parent homes

Children who participate in Boys & Girls Club programs tend to earn higher grade point averages, lower drop out rates, and lead healthier lifestyles.

Administrative Profile

Number of volunteers 82

Number of volunteer hours (annually) 915 (past 8 months)

Overall budgets (both clubs) \$276,781

29% of budget from philanthropic sources
(7% from membership dues and fees)
(17% from United Way)
(47% from local and national grants)

Number of annual donors 310

Boys & Girls Club of (Your City) Sample Fact Sheet, Continued

OUR MISSION IS TO PROVIDE A QUALITY DEVELOPMENTAL PROGRAM WHICH EMPOWERS AREA YOUTH, ESPECIALLY THOSE FROM DISADVANTAGED CIRCUMSTANCES, TO BECOME PRODUCTIVE ADULTS.

- Located at
- Open to boys and girls ages 6-18
- Annual club membership fees are \$_____ per child
- There is an additional charge of \$_____ per child for an eight-week summer program.
- Club hours are: 2:30 PM - 8:00 PM Monday - Fridays
- On school holidays and during the summer: Monday — Friday 7 AM — 6 PM
- 2005 membership 475

What Makes a Boys & Girls Club Unique?

Boys & Girls Club provides in its program a contribution to a member that is significant but distinguishable from what they get elsewhere — in school, at home, in church, in other private agencies or through public recreation.

Although programs and services vary among individual Boys & Girls Clubs depending on their resources, there are certain characteristics common to all of them.

The following make a Boys & Girls Club a unique organization:

- **IT IS FOR BOYS AND GIRLS.** Being a member of a Boys & Girls Club satisfies the age-old desire of boys and girls to have a “club” of their own.
- **IT HAS FULL-TIME PROFESSIONAL LEADERSHIP** supplemented by part-time workers and volunteers.
- **IT REQUIRES NO PROOF OF GOOD CHARACTER.** It helps and guides girls and boys who may be in danger of acquiring, or who already have acquired, unacceptable habits and attitudes, as well as boys and girls of good character.
- **IT ASSURES THAT ALL GIRLS AND BOYS CAN AFFORD TO BELONG.** Membership dues are kept low so that all girls and boys can afford to belong and even the least interested will not be deterred from joining.
- **IT IS FOR ALL GIRLS AND BOYS.** Girls and boys of all races, religions and ethnic cultures are eligible to become members.
- **IT IS BUILDING CENTERED.** Activities are carried on in the warm, friendly atmosphere of a building especially designed to conduct programs.
- **IT HAS A VARIED AND DIVERSIFIED PROGRAM** that recognizes and responds to the collective and individual needs of boys and girls.

Boys & Girls Club of (Your City)

Sample Fact Sheet, Continued

What makes a Boys & Girls Club Unique? (Continued)

- **IT IS GUIDANCE ORIENTED.** A Boys & Girls Club emphasizes values in the relationship members have with each other and with their adult leaders. It helps boys and girls make appropriate and satisfying choices in their physical, educational, personal, social, emotional, vocational and spiritual lives. The distinctiveness of a Boys & Girls Club does not rest on any one of the above characteristics, but rather on a total combination of them.

Five Core Program Areas:

1. **Character and Leadership Development:** Empowers youth to support and influence their community, sustain meaningful relationships with others, and develop a positive self-image. (Torch Club, Character Counts, I Can Club)
2. **Education and Career Development:** Enables youth to become proficient in basic educational disciplines and applies learning to everyday situations, as well as embracing technology to achieve success in a career. (Book clubs, ***daily homework help where each member completes 30 minutes of academics***, computer lab and classes.)
3. **Health and Life Skills:** Develops young people's capacity to engage in positive behaviors that nurture their own well-being. (Smart Moves., Money Matters, Smart Girls)
4. **The Arts:** Enables youth to develop their creativity and cultural awareness through knowledge of the visual arts. (Fine Arts, Digital Photography, Guitar Lessons)
5. **Sports, Fitness, and Recreation:** Develops fitness, positive use of leisure time, and skills for stress, management. (Team Sports, Individual Competitions, Tournaments)

We are always looking for volunteers for homework time, play board games, etc. If you are interested in becoming a volunteer please contact Luke Z at (phone #) or by email at lukez@anymailservice.org. Your help is greatly appreciated

Information About Your Boys & Girls Club Quick Reference Guide and Speaking Points

Boys & Girls Club (*Your City*)

HISTORICAL RECORD

The _____ was incorporated in _____ and became a member of Boys & Girls Clubs of America on _____
The first Clubhouse was located _____ and the first president was _____. The Club became a member of the _____ in _____.
(United Way)

GOVERNANCE GUIDELINES

The _____ is the active governing body of the organization and is responsible to the corporate body. It is composed of _____ members. Each year at the annual meeting _____ percent of the number of directors are elected for a _____ year term. The governing body meets regularly every _____ at _____ o'clock, at _____, unless otherwise notified. The annual meeting is held on _____. A quorum consists of _____% of the membership or _____ members. Notices of meetings are sent to each council member at least _____ days before each regular meeting. Regular meetings start promptly at the designated hour and unless some unusual business requires more time, they are adjourned promptly at _____ o'clock.

1. How elected (see _____ Article _____ Section of Constitution)
2. Re-elections (see _____ Article _____ Section of Constitution)
3. Vacancies (see _____ Article _____ Section of Constitution)
4. Meetings (see _____ Article _____ Section of Constitution)

ASSETS AND LIABILITIES

As of this date, the organization owns land, buildings and equipment, exclusive of camp property, valued at \$ _____ and has \$ _____ in an endowment fund. The present annual operating budget is \$ _____. The organization owns camp property and equipment valued at \$ _____ and has a camp operating budget of \$ _____. The organization has an indebtedness of \$ _____. All funding comes from _____% Council raised, _____% foundations, _____% special events, _____% government. See annual report.

Information About Your Boys & Girls Club Quick Reference Guide and Speaking Points, continued

MEMBERSHIP AND OPERATIONAL INFORMATION

The Club has a membership of _____ boys and girls. It is open weekdays during the school year from _____ to _____ and on Saturdays from _____ to _____. During the summer months the Club is open weekdays from _____ to _____ and on Saturdays from _____ to _____. The annual dues are \$ _____ per year for members. Other fees charged to members and other youth served: _____ . We operate _____ service sites under the leadership of _____ full-time staff and _____ part-time staff.

Sample Unit or County Board of Directors Member Code of Ethics

As a member of this Council I will:

- > Represent the interests of all people served by this organization, and not favor special interests inside or outside of this nonprofit.
- > Not use my service on this Council for my own personal advantage or for the advantage of my friends or supporters.
- > Keep confidential information confidential.
- > Approach all Council issues with an open mind, prepared to make the best decisions for everyone involved.
- > Do nothing to violate the trust of those who elected or appointed me to the Unit or County Board of Directors or of those we serve.
- > Focus my efforts on the mission of the nonprofit and not on my personal goals.
- > Never exercise authority as a Unit or County Board of Directors member except when acting in a meeting with the full board or as I am delegated by the board.

Your signature

Date

Sample Unit or County Board of Directors Yearly Budget

BUDGET WORKSHEET	Unit A	Unit B	Unit C
REVENUE			
Unit Raised - Fund Raising:			
Contributions - Individual	\$ 67,000.00	\$ 58,500.00	\$ 58,500.00
Contributions - Corporate	\$ 15,000.00		
Contributions - Civic	\$ 1,500.00		
Special Events	\$ 18,000.00		
Grants - Foundation	\$ 10,000.00	\$ 20,000.00	\$ 20,000.00
Grants - County	\$ 50,000.00		
Other Income United Way	\$ 32,000.00		
Total Unit Raised - Fund Raising	\$ 193,500.00	\$ 78,500.00	
Unit Raised - Membership:			
Membership Fees	\$ 10,000.00	\$ 2,500.00	
Program Service Fees	\$ 7,500.00	\$ 5,000.00	\$ 5,000.00
Total Unit Raised - Membership	\$ 17,500.00	\$ 7,500.00	\$ 7,500.00
TOTAL REVENUE	\$ 211,000.00	\$ 86,000.00	\$ 86,000.00
EXPENSES			
Compensation:			
Salaries - Full Time	\$ 67,500.00		
Salaries - Part Time	\$ 68,395.00	\$ 55,340.00	\$ 55,340.00
Health Insurance	\$ 12,456.00		
Dental Insurance	\$ 1,068.00		
Life Insurance	\$ 657.00		
Pension	\$ 8,250.00		
Payroll Taxes - FICA	\$ 10,304.00	\$ 3,774.00	\$ 3,774.00
Payroll Taxes - Workers Comp	\$ 2,326.00	\$ 1,100.00	\$ 1,100.00
Payroll Taxes - Disability Ins	\$ 458.00	\$ 180.00	\$ 180.00
Payroll Taxes - SUF	\$ 1,470.00		
Total Compensation	\$ 172,884.00	\$ 60,394.00	\$ 60,394.00
Occupancy:			
Building & Grounds	\$ 13,000.00	\$ 8,720.00	\$ 8,720.00
Janitorial Supplies	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Total Occupancy	\$ 14,000.00	\$ 9,720.00	\$ 9,720.00
Program Supplies	\$ 7,500.00	\$ 5,000.00	\$ 5,000.00
Office Expenses			
Office Supplies	\$ 2,500.00	\$ 1,250.00	\$ 1,250.00
Telephone	\$ 2,700.00	\$ 2,700.00	\$ 2,700.00
Postage & Shipping	\$ 1,600.00	\$ 1,000.00	\$ 1,000.00
Subscriptions & Publications	\$ 250.00		
Printing & Copying	\$ 1,200.00	\$ 1,000.00	\$ 1,000.00
Equipment Maintenance	\$ 100.00		
Total Office Expenses	\$ 8,350.00	\$ 5,950.00	\$ 5,950.00
Insurance - Member	\$ 551.00	\$ 500.00	\$ 500.00
Transportation:			
Vehicle Expense - Parking & Tolls	\$ 50.00	\$ 50.00	\$ 50.00
Vehicle Expense - Mileage	\$ 1,200.00	\$ 750.00	\$ 750.00
Vehicle Expense - Other	\$ 500.00	\$ 500.00	\$ 500.00
Total Transportation	\$ 1,750.00	\$ 1,300.00	\$ 1,300.00
Staff Development:			
Training & Development	\$ 325.00	\$ 250.00	\$ 250.00
Staff Meetings & Retreats	\$ 350.00	\$ 250.00	\$ 250.00
Total Staff Development	\$ 675.00	\$ 500.00	\$ 500.00
Dues & Memberships:			
Awards & Grants	\$ 500.00	\$ 250.00	
Dues- Misc	\$ 1,500.00	\$ 1,100.00	\$ 1,100.00
Dues-B&GCA	\$ 985.00	\$ 786.00	\$ 786.00
Total Dues & Memberships	\$ 2,985.00	\$ 1,886.00	\$ 1,886.00
Board Expences			
Total Other Expenses	\$ 305.00	\$ 750.00	\$ 750.00
Total Expenses	\$ 211,000.00	\$ 86,250.00	\$ 86,000.00
Excess Revenue Over			

Roster of Unit or County Board of Directors Members

Name	Address	Term Expires	Telephone/Fax/E-Mail/Cell
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:

Roster of Unit or County Board of Directors Members, continued

			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
			Telephone: Fax: Email: Cell:
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Appendix B:
Elections & Meetings

Roles & Responsibilities of Unit or County Board of Directors
Officers.....

Unit or County Board of Directors Officer Election & Example Election
Rules.....

Unit or County Board of Directors Sample Election
Ballot.....

Conducting Unit or County Board of Directors
Meetings.....

Role & Responsibilities of Unit or County Board of Directors Officers

CHAIRMAN

The chairman shall preside at all meetings of the Unit or County Board of Directors and shall be an "ex-officio" member of all committees.

Duties of a Chairman

- To preside at all meetings.
- Keep calm at all times.
- Talk no more than necessary while presiding.
- Have agenda for meeting before him and proceed in a businesslike manner.
- Have a working knowledge of parliamentary law and a thorough understanding of the constitution and bylaws of the organization.
- Keep a list of all committees on table while presiding.
- Refrain from entering the debate of questions before the assembly. If it is essential that this be done, the vice chairman should be placed in the chair. A chairman is not permitted to resume the chair until after the vote has been taken on the question under discussion.
- Extend every courtesy to the opponents of a motion, even though the motion is one that the presiding officer favors.
- Always appear at the rostrum a few minutes before the time the meeting is to be called to order. When the time arrives, note whether a quorum is present; if so, call the meeting to order, and declare, "a quorum is present."

VICE CHAIRMAN

The vice chairman shall perform all the duties of the chairman in the event of absence, resignation or inability to act, of the chairman. He shall be responsible for the functioning of committees assigned to him by the chairman.

Duties of a Vice Chairman

- In official meetings, the vice chairman should preside in the absence of the chairman or whenever the chairman temporarily vacates the chair.
- If the chairman should be absent for a long period, the vice chairman may exercise all duties of the chairman except to change or modify rules made by the chairman.
- The vice chairman cannot fill vacancies where the bylaws state that such vacancies shall be filled by the chairman.

Role & Responsibilities of Unit or County Board of Directors Officers, continued

Duties of a Vice Chairman, continued

- In case of resignation or death of the chairman, and the vice chairman does not care to assume the office of chairman, the vice chairman must resign.
- The office of vice chairman becomes vacant when the vice chairman assumes the office of the chairman. If there are several vice chairmen, they automatically move up to the higher office leaving the lower level vacant. This office should be filled as instructed by the bylaws or authorized parliamentary authority.
- In the absence of the chairman, the vice chairman is not "ex-officio" member of any committee.

SECRETARY

The Secretary shall keep true and complete minutes of the meetings of the Unit or County Board of Directors, send out all announcements of meetings, prepare reports and interpret the program and projects to the Unit or County Board of Directors.

Duties of a Secretary

- The secretary should issue all calls or notices of meetings and should write such letters as the Unit or County Board of Directors designate.
- The secretary should keep a neat and careful record of all business done in the meetings, with the exact wording of every motion and whether it was lost or carried. Brief extracts from speeches, if important, may be recorded but no comment of any kind, favorable or unfavorable, should be made.
- The minutes should show the names of persons appointed to committees and it is the duty of the secretary to notify all persons nominated or elected on any committee.
- The secretary should be on hand a few minutes before a meeting is called to order. He should have the minute book of the organization with him so that reference can be made to the minutes of past meetings.
- The secretary should always have a copy of the bylaws; standing rules; book of parliamentary procedure endorsed by the organization; list of members or clubs; a list of unfinished business, copy of which should be given to the presiding officer.

Role & Responsibilities of Unit or County Board of Directors Officers, continued

Duties of a Secretary, continued

Example of Minutes Format:

The minutes of an organization should contain a record of what is done and not what is said. Minutes should contain:

- date, place and time of meeting;
- whether it is a regular or special meeting;
- name of the person presiding;
- name of the secretary (In small boards, the names of those present should be recorded);
- all main motions, whether adopted or rejected;
- the names of the persons making the motions; the name of the seconded need not be recorded;
- points of order and appeals, whether sustained or lost; and
- a motion, which was withdrawn, should not be recorded.

Unit or County Board of Directors Officer Election: Example Election Rules

1. The election rules were designed to be fair to all candidates. Any rule errors or omissions are unintended. The election rules were designed through consultation with the Unit or County Board of Directors Chair, Vice Chair, Nominating Committee, and local Boys & Girls Club staff.
2. The officer election shall occur on _____ at the final Unit or County Board of Directors meeting of the year at the time and place outlined in the attached letter from the Chair.
3. You are strongly encouraged to attend this important meeting and to vote for the Unit or County Board of Directors officers for the _____ term. In the event you are unable to attend the meeting, an absentee ballot in the form attached may be delivered to the Clubhouse to the attention of the lead Boys & Girls Club staff person no later than one (1) hour prior to the start of the Unit or County Board of Directors meeting. Absentee ballots will absolutely not be accepted once the ballots have been counted.
4. Absentee ballots will be controlled and counted in the form and manner denoted on the Election Ballot.
5. Except in the case of elected officials who are sometimes represented by designated parties, no other "agent voting power" will be accepted. The Unit or County Board of Directors member must be present to vote or send in a timely absentee ballot.
6. Voting will be private.
7. Voting will be confidential. Other than in the case of the absentee ballot, you will not be required to disclose your name on the election form.
8. The Unit or County Board of Directors Chair and the lead Boys & Girls Club staff person will count the votes.
9. If formally requested, one recount will be made.
10. Once the votes have been tabulated, officers of the _____ terms will be announced by the Unit or County Board of Directors Chair. "Total" votes and "awarded candidate" votes will be announced.
11. A request for an out loud "roll call vote" will not be honored (i.e. a show of hands for a particular candidate).
12. Once the election is complete, all election ballots will be destroyed.

Unit or County Board of Directors Sample Election Ballot

1. Please check off your selection.
2. You may only vote once in each category. Please vote for both a Chair and Vice Chair.
3. For absentee ballots only, please sign the bottom of the election ballot form prior to sending it back to the Clubhouse in the attached envelope. The ballot envelope will remain in the custody of the lead Boys & Girls Club staff person and will remain unopened until the formal ballot count. During the ballot count, only the Unit or County Board of Directors Chair and lead Boys & Girls Club staff person will know who you voted for. After the count (and any request for a recount) all ballots will be destroyed.

CHAIR

() Name of Candidate

VICE CHAIR

() Name of Candidate

() Name of Candidate

Conducting Unit or County Board of Directors Meetings

PRINCIPLES OF PARLIAMENTARY PROCEDURES:

1. The purpose of parliamentary procedure is to make it easier for people to work together effectively and to help groups accomplish their purposes. Rules of procedure should assist a meeting, not inhibit it.
2. A meeting can deal with only one matter at a time. The various kinds of motions have therefore been assigned an order of precedence.
3. All members have equal rights, privileges and obligations. One of the chairperson's main responsibilities is to use the authority of the chair to ensure that all people attending the meeting are treated equally — for example, not permit a vocal few to dominate the debates.
4. A majority vote decides an issue. In any group, each member agrees to be governed by the vote of the majority. Parliamentary rules enable a meeting to determine the will of the majority of those attending the meeting.
5. The rights of the minority must be protected at all times. Although the ultimate decision rests with the majority, all members have such basic rights as the right to be heard and the right to oppose. The rights of all members — majority and minority — should be the concern of every member, for a person may be in a majority on one question, but in minority on the next.
6. Every matter presented for decision should be discussed fully. The right of every member to speak on any issue is as important as each member's right to vote.
7. Every member has the right to understand the meaning of any question presented to a meeting and to know what effect a decision will have. A member always has the right to request information on any motion he or she does not thoroughly understand. Moreover, all meetings must be characterized by fairness and by good faith. Parliamentary strategy is the art of using procedure legitimately to support or defeat a proposal.

Conducting Unit or County Board of Directors Meetings, continued

SIMPLIFIED PARLIAMENTARY PROCEDURES (Roberts Rules of Order):

I. Order of Business

1. The meeting is "called to order" by the chairman.
2. The secretary reads the minutes of the preceding meeting.
 - May be approved as read.
 - May be approved with additions or corrections.
3. Monthly statement of treasurer is "received as read and filed for audit." (Chair so states.)
4. Reports for standing committees are called for by the chairman.
5. The chairman calls for reports of special committees.
6. Unfinished business is next in order at the call of the chair or of the meeting.
7. New business
8. The program: -- The program is part of the meeting; chairman presides throughout.
9. Adjournment

II. COMMITTEES

Committees have no authority except that which is granted by the constitution or by vote of the organization. Unless otherwise provided, the person first named or the one receiving the largest number of votes is its chairman. A committee has no right to incur any debt or involve the organization in any way unless given full authority to do so.

Under no consideration should one or more members of a committee go ahead with business without action by a quorum: usually a majority of the committee being present. Failure to observe these rules render such action "the action of individuals" and subject to "censure," "suits," etc.

Conducting Unit or County Board of Directors Meetings, continued

III. PRINCIPAL MOTIONS

General Statement: When a motion has been made, seconded and stated by the chair, the assembly is not at liberty to consider any other business until this motion has been disposed of. If the motion is long and involved, the chairman asks the mover to hand it in writing to the secretary. The mover cannot withdraw his motion after the chair has stated it. In general, all-important motions should be seconded, which may be done without rising or addressing the chair.

1. To Amend: This motion is "to change, add or omit words" in the original main motion, and is debatable: majority vote.

To Amend the Amendment: This is a motion to change, add or omit words in the first amendment: debatable, majority vote.

Method: The first vote is on changing words of the second amendment, the second vote (if first vote adopts change) on first amendment as changed; the third vote is on adopting main motion as changed.

2. To Commit: When a motion becomes involved through amendments or when it is wise to investigate a question more carefully, it may be moved to commit the motion to a committee for further consideration. Debatable—Amendable—Committee must make report on such question.
3. To Lay on the Table: The object of this motion is to postpone the subject under discussion in such a way that it can be taken up at some time in the near future when a motion "to take from the table" would be in order. These motions are not debatable or amendable: majority vote.
4. To Adjourn: This motion is always in order except:
 - When a speaker has the floor.
 - When a vote is being taken.
 - After it has just been voted down.
 - When the assembly is in the midst of some business, which cannot be abruptly stopped.

Under all the above circumstances, the motion is not debatable.

When motion is made to adjourn to a definite place and time, it is debatable.

5. To Reconsider: The motion to reconsider a motion that was carried or lost is in order if made on the same day or the next calendar day, but must be made by one who voted with the prevailing side. No question can be twice reconsidered. Debatable: majority vote.

Requires two (2) votes: First on whether it should be reconsidered and secondly on original motion after reconsideration.

Conducting Unit or County Board of Directors Meetings, continued

6. The Previous Question: It is to close debate on the pending question. This motion may be made when debate becomes long and drawn out. It is not debatable. The form is "Mr./Madam Chairman. I move the previous question." The chairman then asks, "Shall debate be closed and the question now be put?" If this adopted by a two-thirds vote, the question before the assembly is immediately voted upon.

Point of Order: This motion is always in order, but can be used only to present an objection to a ruling of the chair or some method of parliamentary procedure. The form is " Mr./Madam Chairman, I rise to a point of order." The chairman: "Please state your point of order." After the member has stated his objection, the chair answers:

- "Your point of order is sustained" or
- "Your point of order is denied."

If any member is not satisfied, he may appeal from the decision of the chair. The chairman then addresses the assembly. "Shall the decision of the chair be sustained?" This is debatable and the presiding officer may discuss it without leaving the chair. Voted on like any other motion: Majority or tie vote sustains the decision of chair. Requires a majority of "no" votes to reverse decision of the chair.

IV. NOMINATIONS, ELECTIONS AND TERM IN OFFICE

In the election of the officers of a society, it is more usual to have the nominations made by a committee—when the committee make its report, which consists of a ticket (a ticket is one name for each office to be filled by ballot), the chair asks, "are there any nominations?"— At which time they may be made from the floor. The committee's nominations are treated just as if made by members from the floor, no vote being taken on accepting them.

If the nominations are made from the floor, these names are added to those submitted by the nominating committee. Neither nominations by the committee nor nominations from the floor require a second or adoption by vote, but are acted upon in the election ballot. Nominations are never seconded except as complimentary endorsement of candidates not known as the assembly. This is rarely done except in national meetings where candidates assemble from all parts of the country.

A nominating ballot is NOT an elective ballot: (is not necessary or desirable when a nominating committee operates.)

Conducting Unit or County Board of Directors Meetings, continued

When nominations are completed the assembly proceeds to the election, voting by the method prescribed in the constitution and bylaws. The usual method in permanent societies is by ballot, the balloting continued until the officers are filled. If a member is in good standing in the organization and receives a majority of the votes cast in the elective ballot, (or plurality if by bylaws provide), he is then declared to be legally elected to fill the office even though he has not been nominated from the floor or by the nominating committee.

A motion may be made to close nominations but this motion is not in order until the assembly has been given reasonable time to add further nominations to those already made. It is an undebatable main motion, incidental to the nomination. It may be amended as to the time of closing nominations, but have no other subsidiary motion applied to it because it deprives members of one of their rights. It requires a two-thirds vote. The motion to reopen nominations is undebatable and requires a majority vote. It may be amended as to time, but no other subsidiary motion applies.

The chair should remind the members that the nominating committee has endeavored to present as sure a ticket as possible. But it is now their privilege to name as a candidate for any or all of the offices to be filled, and that they still have the opportunity of casting a ballot for any eligible members, whether nominated or not.

"Each member may vote for any eligible person whether nominated or not."

A member may withdraw his name if placed in nomination, announcing that if elected he would not be able to serve, but he cannot "withdraw in favor of another member."

KINDS OF VOTING – Majority vote means more than half the votes cast. Ignoring blanks and a plurality vote is the largest of two or more numbers. A plurality vote never adopts a motion or elects a member to an office except by virtue of a special rule previously adopted in the constitution or bylaws. In an election, a candidate has a plurality when he/she has a larger vote than any other candidate.

THE CHAIR VOTES – When the vote is by ballot, the chairman writes his/her ballot and casts it with the rest.

On a tie vote the motion is lost. If there is a majority of one, the chair (if a member of the assembly) may vote with the minority and make it a tie, and declare the motion "lost" unless the vote is by ballot.

In the event of a tie vote by ballot, balloting must continue until a candidate receives a majority. (Unless bylaws provide for plurality)

Conducting Unit or County Board of Directors Meetings, continued

To move "that an election be made unanimous, is a mistaken courtesy, as it forces those who did not vote for the candidate to unwillingly submit to transferring of their vote, thus making it appear to be unanimous when it is not: - one negative response causes such a motion to be "lost."

An election takes effect immediately following the completion of the annual business unless the bylaws specify some other date.

This does not mean that officers are to assume office at his meeting, for the duties of the outgoing officers are not completed for the year until after the adjournment of the annual meeting has been perfected.

BALLOTING – It is the duty of a chairman of elections to see that ballots are prepared in advance of the meeting and pencils are ready for the election. The tellers shall count the ballots. The chairman of elections reads the report, giving the number of votes for each person, whether nominated or "written-in" on the ballot. The presiding officer then "declares" who have been elected.

A formal "Installation" may be arranged, but office does not depend on installation but on election (or appointment if so provided in bylaws.)

V. DECORUM

Probably the most serious defect in most meetings is the lack of reasonable decorum. Good order must be maintained if business is to be carried out. Courtesy would demand that there should be no whispering or commotion while any speaker has the floor. Do not speak too frequently. Beware of personalities, state facts rather than what you think or believe. Nothing so mars the dignity of a meeting as the sharp retort or an angry voice.

Speak while motion is pending, not after vote has been taken or after the meeting is over.

Appendix C: Policies & Bylaws

Sample Unit or County Board of Directors
Policies.....

Sample Unit or County Board of Directors
Bylaws.....

Unit or County Board of Directors Crisis Management
Plan.....

Boys & Girls Club of (Your City) Board of Directors Constitution and By-Laws

Note: *This is a sample provided for information purposes only.*

**July _____, 2007
Version 1.0**

Article I – Purpose

The Boys & Girls Club of (Your City) Unit or County Board of Directors and its individual members serve as advisors, advocates and fundraisers for the Boys & Girls Club of and by extension, for The Boys & Girls Club of (Your City) as a whole. Unit or County Board of Directors Members are generally knowledgeable and involved members of the greater community and share their collective talents to further the mission of The Boys & Girls Club of (Your City). The Chief Operating Officer of the Corporation relies on The Boys & Girls Club of The Boys & Girls Club of (Your City) Unit or County Board of Directors to provide insight into community issues, offer expertise and advice to further positive relationships between the Agency and the community, and to assist in securing funds to further the programmatic goals of the Club.

The Boys & Girls Club of (Your City) is not a corporation. It is a programmatic division of _____. Accordingly, The Boys & Girls Club of (Your City) Unit or County Board of Directors is not a Board of Directors. Its power and authority is limited to the rights and privileges bestowed on it by The Boys & Girls Club of (Your City). Unit or County Board of Directors membership status is structured by an overarching set of principles common to all Members.

• *Commitment to Youth Development*

All Unit or County Board of Directors members believe in the potential of our young people and are committed to their development as future leaders and positive members of our community. Members support the philosophy and programs to which BGCD adheres and strives to serve as role models.

• *Commitment to Diverse Board Membership*

Our (Your City) community and its families reflect the richness of diversity. The Unit or County Board of Directors will strive for a membership that represents the communities' many cultures and ethnicities, education, businesses large and small, public and private enterprises. All members will bring a multitude of talents and will serve with a "oneness" of purpose.

• *Commitment to Accountability*

Unit or County Board of Directors members will be elected only after all roles and responsibilities are clearly understood and once elected, will faithfully fulfill their duties and full participate in Club activities. Members understand that their status as active members will be measured by their activity and accountability and by their adherence to these underlying principles.

**Boys & Girls Club of (Your City)
Sample County Board of Directors
Constitution and By-Laws ‘continued**

Article II – Meetings

Section 1. There shall be (x) meetings of the Unit or County Board of Directors each year, such meetings generally occurring in (name months).

Section 2. In order to optimize meeting attendance, the Chair of the Unit or County Board of Directors will see to it that a full-year meeting calendar is disseminated to all Unit or County Board of Directors Members at the first meeting of each year in a manner consistent with **Appendix 1.** Meeting reminders will be provided by Clubhouse administration approximately 10 days in advance.

Section 3. The Chair, or Vice Chair may call a special meeting of the Unit or County Board of Directors.

Section 4. A majority of the members of the Unit or County Board of Directors shall constitute a quorum for the transaction of any business. If less than a quorum is present (a Unit or County Board of Directors Member may be considered present through a conference call), any meeting may be adjourned to a subsequent date or until a quorum can be held.

Section 5. The Chair shall make every effort that a Unit or County Board of Directors “Retreat Meeting” shall occur “no less than” every other year, such meeting generally occurring in May.

Section 6. Should any Member of the Unit or County Board of Directors miss three (3) consecutive meetings without calling to explain his or her absence, he/she shall be liable for dismissal from the Unit or County Board of Directors. Such Member shall be notified in writing if the Nominating Committee votes his or her dismissal.

Article III – Unit or County Board of Directors Member Terms

Section 1. Unit or County Board of Directors Members will be assigned a three (3) year term upon joining the Unit or County Board of Directors. It is the intent to assign terms in a manner to enable a full-member rotation once every three (3) years (**Example:** 15 members divided by three (3) year terms means that approximately five members will be up for re-appointment each year).

Section 2. For purposes of this section, Unit or County Board of Directors Members shall *not* have term limits and *may* be re-appointed to the Unit or County Board of Directors upon expiration of any term.

Section 3. The Nominating Committee shall cause a *Report Card* to be performed for all Unit or County Board of Directors Members coming to the end of their Member term. The Report Card shall be used as the basis for whether or not the Nominating Committee recommends the Member to the Unit or County Board of Directors for additional term of office. The Nominating Committee shall advise Members of the criteria to be used for the Report Card.

Boys & Girls Club of (Your City)

Sample Unit or County Board of Directors Policies, continued

Article IV – Officers

Section 1. The officers shall consist of a Chair and Vice Chair. The Chair shall preside at meetings. In the absence of the Chair, the Vice Chair shall preside at meetings.

Section 2. The officers shall be elected for a two-year term at the June meeting generally held every other “odd” year (i.e. 2005, 2007, 2009, 2011, etc...). Balloting at such meeting will be by secret ballot generally at a time and manner described in **Appendix 3**.

Section 3. Vacancies in any officer position shall be filled by a member of the Unit or County Board of Directors until the next June meeting at which time an additional election will be held.

Section 4. Generally, the Vice Chair shall succeed to the Chair position at the next regularly, scheduled Unit or County Board of Directors Election. However, circumstances may arise that the Vice Chair is either unable to serve, unwilling to serve or another candidate, for whatever reason, has stepped forward. In such instances, the Unit or County Board of Directors will discuss reasonable, election alternatives.

Article V – Committees

Section 1. In order to optimize the governance of the Unit or County Board of Directors, the following committee structure will be used to provide shared and designated leadership:

Standing Committees

1. Operations Committee
2. Resource Development Committee
3. Support Services Committee

Section 2. Each Standing Committee shall have a Chair. Committee Chairs shall oversee the logistics of Committee operations and shall report directly to the Unit or County Board of Directors. Committee Chairs shall present Committee decisions and recommendations to the Unit or County Board of Directors; assign work to committee members and ensure that committee members are informed and have the information needed to do their jobs.

Section 3. The Chair of the Unit or County Board of Directors shall appoint committee Chairs.

Section 4. The Unit or County Board of Directors Chair shall be considered an *ex-officio* member of all committees with the exception of the Nominating Committee.

Section 5. From time to time, the Chair may appoint an *Ad hoc* or special committee to assist with a particular Clubhouse or community task (i.e. resolution of the corner lot).

Section 6. From time to time, the Boys & Girls Club of (Your City) may put together an *Ad hoc* Committee or a special committee for a particular purpose (i.e. Planned Giving and Audit Committee) and request that certain members of the Unit or County Board of Directors with certain special skills serve on such a committee. These opportunities to interact with the corporation are considered very important to the organization.

Boys & Girls Club of (Your City)
Unit or County Board of Directors Policies, continued

Article VI - Relationship to Board of Directors of Boys & Girls Club of (Your City)

Section 1. The Chair of the Unit or County Board of Directors is considered a full voting member of the Board of Directors of the Boys & Girls Club of (Your City) during his/her term of office, and in that capacity, shall represent the unit at the corporate level of Boys & Girls Clubs of (Your City).

Article VII - Number of Unit or County Board of Directors Members

Section 1. The number of total members shall be limited to 20 participating members. Local politicians may serve on the Unit or County Board of Directors but not in an officer capacity.

Article VIII - Conflict of Interest Policy

Section 1. The Unit or County Board of Directors wishes to avoid potential conflict of interest among its Members, their respective personal, professional or business interests and the interests of the Boys & Girls Club of (Your City). In the event that any Unit or County Board of Directors Member has any direct or indirect interest in, or relationship with, any individual or organization which proposes to enter into any transaction with the Boys & Girls Club of (Your City), including but not limited to transactions involving:

- a. the sale, purchase, lease or rental of any property or other asset;
- b. employment, or rendition of services, personal or otherwise;
- c. the award of any grant, contract, or subcontract;
- d. the investment or deposit of any funds of the Association; such person shall give notice of such interest or relationship to the Unit or County Board of Directors chair in writing on an annual basis. In addition, to the extent that the Unit or County Board of Directors is asked to vote on the particular transaction in which a Member has an interest, the Member will not be allowed participate in a vote on such transaction.

Sample Unit or County Board of Directors Bylaws

Note: *These bylaws are meant to be a sample and need to be modified to suit the needs of your organization.*

ARTICLE I - NAME

The name of the council shall be the Boys & Girls Club UNIT OR COUNTY BOARD OF DIRECTORS.

ARTICLE II - PURPOSE

The UNIT OR COUNTY BOARD OF DIRECTORS shall function to assist this unit in accomplishing the purposes of Boys & Girls Clubs of (**Your City**), a non-profit corporation organized and existing under the laws of (**Your City**).

ARTICLE III – UNIT OR COUNTY BOARD OF DIRECTORS ORGANIZATION

Section 1. General Powers. A UNIT OR COUNTY BOARD OF DIRECTORS to be elected in the manner hereinafter set forth, shall act in an advisory capacity with respect to the operation of the Club, and shall have such other and further duties and powers as may be specifically delegated to them from time to time by the Corporate Board of Directors of Boys & Girls Clubs of (**Your City**). Any and all actions of the UNIT OR COUNTY BOARD OF DIRECTORS may be vetoed by a majority vote of the Corporate Board of Directors.

Section 2. Number. The number of members of the UNIT OR COUNTY BOARD OF DIRECTORS shall not be less than 15 and not more than 20.

Section 3. Qualifications. Insofar as may be feasible, the UNIT OR COUNTY BOARD OF DIRECTORS shall consist of persons residing or maintaining business addresses in the community.

Section 4. Regular Meetings. The UNIT OR COUNTY BOARD OF DIRECTORS shall regularly meet on such dates and times as designated by the UNIT OR COUNTY BOARD OF DIRECTORS. There shall be no less than eight regularly scheduled UNIT OR COUNTY BOARD OF DIRECTORS meetings during each calendar year.

Section 5. Manner of Acting. The act of a majority of the members of the UNIT OR COUNTY BOARD OF DIRECTORS present at a meeting shall be the act of the UNIT OR COUNTY BOARD OF DIRECTORS.

Section 6. Term of Office. UNIT OR COUNTY BOARD OF DIRECTORS Members are to be elected each September at the Annual Meeting by vote of the outgoing UNIT OR COUNTY BOARD OF DIRECTORS. Current members of the Corporate Board of Directors of the Boys & Girls Clubs of (**Your City**) are also eligible to vote and to nominate candidates. These directors may vote by proxy.

Section 7. Termination. The Corporate Board of Directors of the Boys & Girls Clubs of (**Your City**) reserves the right to terminate any and all UNIT OR COUNTY BOARD OF DIRECTORS at any time by a majority vote at any duly called Corporate Board Meeting.

Sample Unit or County Board of Directors Bylaws, continued

ARTICLE IV - OFFICERS

Section 1. Number and Title. The officers shall be a Chairman of the UNIT OR COUNTY BOARD OF DIRECTORS, one Vice Chairman of the UNIT OR COUNTY BOARD OF DIRECTORS and a Secretary.

Section 2. Election and Term of Office. Except as may be specifically provided otherwise herein, the officers of the UNIT OR COUNTY BOARD OF DIRECTORS shall be elected annually by the UNIT OR COUNTY BOARD OF DIRECTORS at its annual meeting, which shall be held each September. Officers may be re-elected.

Vacancies may be filled at any meeting of the UNIT OR COUNTY BOARD OF DIRECTORS. Each officer shall hold office for a term of two years or until his or her successor shall have been elected.

Section 3. Removal. Any officer or agent elected by the UNIT OR COUNTY BOARD OF DIRECTORS may be removed by an affirmative vote of a majority of the UNIT OR COUNTY BOARD OF DIRECTORS whenever in its judgment the best interests of the Club or corporation may be served.

Section 4. Chairman of the UNIT OR COUNTY BOARD OF DIRECTORS. The Chairman of the UNIT OR COUNTY BOARD OF DIRECTORS shall be the principal officer of the UNIT OR COUNTY BOARD OF DIRECTORS. The officer shall in general perform all duties incident to the office of Chairman and such other duties as may be prescribed by the UNIT OR COUNTY BOARD OF DIRECTORS, from time to time. The Board of Directors of the Boys & Girls Clubs of **(Your City)** will ratify the election of the Chairman, whereupon the Unit or County Board of Directors Chairman becomes a voting member of the Board of Directors. If the Chairman cannot serve on the Corporate Board, an alternate may be selected, subject to the approval of the Corporate Board.

Section 5. Vice Chairman of the UNIT OR COUNTY BOARD OF DIRECTORS. In the absence of the Chairman or in the event of his or her inability to act, the Vice Chairman of the UNIT OR COUNTY BOARD OF DIRECTORS shall perform the duties of the Chairman and when so acting shall have all the power of and be subject to all the restrictions upon the Chairman. The Vice Chairman shall perform such other duties as from time to time may be assigned to him or her by the Chairman or by the UNIT OR COUNTY BOARD OF DIRECTORS.

Section 6. Secretary. The Secretary shall keep the minutes of the meetings of the UNIT OR COUNTY BOARD OF DIRECTORS and see that notices are duly given in accordance with the provisions of the bylaws. He or she shall be custodian of the Club records and, where necessary, shall sign such correspondence or other papers as may be assigned to him or her for attention or as shall require his or her signature as Secretary. He or she shall keep a register of the post office address of each member and officer of the Club, and in general shall perform all duties incident to the office of Secretary and such other duties as may from time to time be assigned by the Chairman or by the UNIT OR COUNTY BOARD OF DIRECTORS.

Unit or County Board of Directors Bylaws, continued

ARTICLE V - UNIT EXECUTIVE

Section 1. Employment. A Unit Executive shall be selected and employed by the President/Chief Professional Officer of Boys & Girls Clubs of **(Your City)**, or the assigned assistant. Compensation shall be fixed by the Corporate Board of Directors of Boys & Girls Clubs of **(Your City)**. The President/Chief Professional Officer or the assigned assistant shall have the authority to terminate the employment of a Unit Executive, if necessary.

Section 2. Responsibilities. The Unit Executive shall have general direction of the operation of the Club and shall represent it in its relations with all other agencies, subject to the general supervision of the President/Chief Professional Officer or his/her assigned assistant of Boys & Girls Clubs of **(Your City)**. He or she shall compile and submit to the President/Chief Professional Officer or the assigned assistant such reports, analyses, statistics, plans and other information as may be required from time to time. The President/Chief Professional Officer or the assigned assistant will evaluate performance annually. The Unit Executive shall attend all meetings of the UNIT OR COUNTY BOARD OF DIRECTORS, unless otherwise directed, and shall be an ex-officio member of all committees, but shall not be entitled to vote.

Section 3. All employees of the Boys & Girls Clubs of **(Your City)** are subject to the Personnel Policies adopted by the Corporate Board of Directors of the Boys & Girls Clubs of **(Your City)**.

ARTICLE VI - COMMITTEES

Section 1. Standing Committees. The following shall be the standing committees of the UNIT OR COUNTY BOARD OF DIRECTORS: Operations, Resource Development, and Support Service Committees.

The members and Chairperson of each standing committee should be members of the UNIT OR COUNTY BOARD OF DIRECTORS and shall be appointed by the Chairmant of the UNIT OR COUNTY BOARD OF DIRECTORS within one month following his or her election.

Section 2. Operations Committee.

The Resource Development Committee shall consist of at least three members, exclusive of ex-officio members. It shall be the duty of the resource development committee, in collaboration with other standing committees, to recommend to the UNIT OR COUNTY BOARD OF DIRECTORS a fundraising plan. All fundraising events must comply with the policy and guidelines of the Corporation and the United Way.

All funds are to be immediately transferred to the care of the Boys & Girls Clubs of **(Your City)**.

Section 3. Resource Development Committee. The Resource Development Committee shall consist of at least three members, exclusive of ex-officio members. It shall be the duty of the Program Committee to review the program services of the Club. It shall be responsible for evaluating the need for the various services and activities in view of the purpose of Boys & Girls Clubs of **(Your City)**.

Unit or County Board of Directors Bylaws, continued

Article VI-COMMITTEES

Section 4. Support Service Committee.

Section 5. The UNIT OR COUNTY BOARD OF DIRECTORS may empower the Chairman to establish and appoint such other committees, as it may deem necessary to direct and carry on the activities of the Council.

Section 6. The Chairman of the UNIT OR COUNTY BOARD OF DIRECTORS shall be an ex-officio member of all committees as shall be the Unit Executive, subject to and in conformity with Article V, Section 2.

ARTICLE VI – COMMITTEES, Continued

Section 7. The Staff/Chief Professional Officer, Vice Chairmen, and members of the Corporate Board of Directors of the Boys & Girls Clubs of (**Your City**) shall have the right to attend all Unit and Committee Meetings of the UNIT OR COUNTY BOARD OF DIRECTORS.

ARTICLE VII - AUTHORITY TO INCUR EXPENDITURES OF LIABILITIES

No manager, officer or other representative of the Club shall authorize or make any expenditure or commit the Club or Boys & Girls Clubs of (**Your City**) to any liability whatsoever, unless such expenditure or liability shall have been previously approved by the corporation, or set up in a budget approved by such corporation.

ARTICLE VIII - AMENDMENTS TO GUIDING PRINCIPLES

These bylaws may be altered, amended or repealed, and new bylaws may be adopted by a majority of the UNIT OR COUNTY BOARD OF DIRECTORS present at any regular meeting or at any special meeting provided (1) that at least three days written notice is given of intention to alter, amend or repeal or to adopt new bylaws at such meeting, and (2) that any proposed change in the Bylaws of the Club shall have been previously approved by the Corporate Board of Directors of the Boys & Girls Clubs of (**Your City**).

Board Approved on _____ date.

Appendix D: Planning

Unit or County Board of Directors Development Action
Plan.....

Sample Unit or County Board of Directors Yearly
Planner.....

Sample Unit or County Board of Directors Planning
Calendar.....

Unit or County Board of Directors Development Action Plan

To ensure that the Unit or County Board of Directors is comprised of a diverse group of community leaders, and to promote a continuing Unit or County Board of Directors Building Cycle, an Annual Unit or County Board of Directors Development Plan should be developed and implemented.

Unit or County Board of Directors Development Action Plan

Objective	Completion Date
Coordinate goals and objectives of Unit or County Board of Directors Development Plan with appropriate Corporate Board leadership and Club staff.	
Distribute Unit or County Board of Directors prospect forms to Unit or County Board of Directors members.	
Distribute Unit or County Board of Directors planning and commitment forms.	
Evaluate Unit or County Board of Directors Effectiveness.	
Conduct individual self-appraisal of Unit or County Board of Directors members.	
Evaluate individual Unit or County Board of Directors members.	
Evaluate prospective Unit or County Board of Directors members.	
Hold annual Unit or County Board of Directors Planning Retreat.	
Nominate and Elect Unit or County Board of Directors officers and appoint committee chairs.	
Ensure that Unit or County Board of Directors Succession Plan is in place for Officers and Chairs.	
Conduct Annual Recognition of Appropriate Unit or County Board of Directors Members.	

Sample Unit or County Board of Directors Planning Calendar

January

Event	Date	Time	Place

February

Event	Date	Time	Place

March

Event	Date	Time	Place

April

Event	Date	Time	Place

**Sample Unit or County Board of Directors Planning Calendar,
continued**

May

Event	Date	Time	Place

June

Event	Date	Time	Place

July

Event	Date	Time	Place

August

Event	Date	Time	Place

September

Event	Date	Time	Place

**Sample Unit or County Board of Directors Planning Calendar,
continued**

October

Event	Date	Time	Place

November

Event	Date	Time	Place

December

Event	Date	Time	Place

Future Plans:

Appendix E: Agreements

Sample Operating Agreement.....

Sample Management Agreement.....

Note: *The agreements in this Appendix are sample agreements only. Seek professional legal advise for any agreements of this nature.*

Sample Management Operating Agreement

Note: Agreement may be put in place between a local Boys & Girls Club and an extension or unit in a youth serving organization. This is a sample agreement between two entities. This is a sample agreement for informational purposes only. Seek professional legal advise for any agreements of this nature.

This operating agreement is made and entered into by and between the Boys & Girls Club of **(Your City)** (hereinafter referred to as Corporate Board) and the Youth Serving Organization (hereinafter referred to as the Unit or County Board of Directors).

The parties hereto agree, and by the execution hereof are bound to mutual obligations herein contained.

TERM:

This agreement shall commence on _____ and shall be renewed every five years unless earlier termination shall occur pursuant to any of the provisions hereof.

POLICY DETERMINATION:

CORPORATE BOARD:

Must have a constitution, bylaws, rules which are not inconsistent with Boys & Girls Clubs of America eligibility requirements.

UNIT OR COUNTY BOARD OF DIRECTORS:

Any issue not discussed or addressed by this agreement or procedure handbook shall be brought to the attention of the Chief Professional Officer so a respective committee or the corporate board may study it.

TRUSTEESHIP:

CORPORATE BOARD:

The corporate board has the exclusive non-transferable and legal responsibility to safeguard the assets of the organization including funds, property, facilities and equipment.

UNIT OR COUNTY BOARD OF DIRECTORS:

The Unit or County Board of Directors is responsible for the use and safeguarding of the assets, which have been placed under their care and stewardship. The Unit or County Board of Directors may also accept assets for their Club's exclusive benefit.

1. Must maintain a volunteer Unit or County Board of Directors made up of responsible citizens
2. All in kind gifts or other tangible assets received by the Unit or County Board of Directors shall be recorded in a log and reported to the administrative service center. The Chief Professional Officer will ensure that these are entered onto inventory records and recorded with liability insurance vendor.

Sample Management Operating Agreement, continued

LEGAL ACCOUNTABILITY:

CORPORATE BOARD:

Only the corporate board and its officers may enter into any contractual or legal obligation. It must perform its duties consistent with its own constitution and bylaws, appropriate laws, government regulations and all the obligations of membership in organizations of its choosing, including Boys & Girls Clubs of America. The corporate board may not transfer or assign its legal accountability to other individuals or groups.

1. To have an annual audit performed by an independent CPA with a copy forwarded annually to Boys & Girls Clubs of America, Foundations or other funding sources.
2. To conduct business and maintain financial records in accordance with high ethical standards.
3. To maintain comprehensive liability coverage on the physical location and director and officer liability coverage.

UNIT OR COUNTY BOARD OF DIRECTORS:

The Unit or County Board of Directors is responsible for conducting its business within the guidelines set forth in this agreement and within the legal criteria allowed.

1. Ensure that the Unit is maintained in safe and clean manner that complies with state and local ordinances.

PLANNING:

CORPORATE BOARD:

All goals and objectives should lead to the fulfillment of the mission of Boys & Girls Clubs of America.

UNIT OR COUNTY BOARD OF DIRECTORS:

Each Unit is responsible for determining goals and objectives for its Club. These should be consistent with the plan of the corporate organization and based on the resources and needs in the local community.

PERSONNEL:

CORPORATE BOARD:

The corporate board employs the Chief Professional Officer who reports directly to them. The Chief Professional Officer has the delegated authority to employ and terminate employees of the organization. All employees assigned or hired are employees of the Boys & Girls of **(Your City)** and will adhere to all personnel and operating policies set forth by the corporation.

1. Have and maintain sufficient paid staff qualified in personality, character, experience, education and training for the leadership and guidance of members.

Sample Management Operating Agreement, continued

UNIT OR COUNTY BOARD OF DIRECTORS:

The Unit or County Board of Directors may assist the Chief Professional Officer in the interviewing of program staff who may be assigned to their Club. The Unit or County Board of Directors is a supportive role and input and advice will be valuable in selecting individuals who will be serving their Club and community.

PROGRAM DEVELOPMENT:

CORPORATE BOARD:

1. Will provide an annual report to Boys & Girls Clubs of America to include membership, activities, attendance, and finances.

UNIT OR COUNTY BOARD OF DIRECTORS:

The Unit or County Board of Directors will determine programs and services for their Club based on community needs. These programs should reflect the developmental needs of its youth membership. All programs and services should be consistent with the corporate organization and Boys & Girls Clubs of America.

The Unit or County Board of Directors will also:

1. Have a Clubhouse or Club quarters, which can be identified as a Club by its members. Use by others shall not substantially limit the use of rooms, facilities, and equipment by the members. It shall have sufficient floor space to carry on diversified and constructive program of activities.
2. Have at least 100 members enrolled in a 12-month period between the ages of 6-18. Membership dues and fees shall be within the means of members and shall not be so excessive as to exclude the needy.
3. Open the Clubhouse and make activities available to its members at least 10 months per year, five days per week and four hours per day.
4. Have a satisfactory program of varied and diversified activities. With no instruction of promotion of sectarian or political belief.
5. Conduct the commitment to quality review each year.
6. Keep satisfactory records of members, programs, activities and attendance.

BUDGET AND RESOURCE DEVELOPMENT:

CORPORATE BOARD:

The corporate board is responsible for the fiscal stability of the whole organization. It must maintain an ongoing relationship with funding sources, businesses, civic Clubs, the general public and other key leaders to insure an adequate resource base.

1. The Chief Professional Officer will also help organize fundraisers, submit selected grants on behalf of Unit, make presentations to funding groups when requested to do so.

Sample Management Operating Agreement, continued

UNIT OR COUNTY BOARD OF DIRECTORS:

1. Have funds in hand or pledge for operation on a satisfactory basis with reasonable expectation of funds for operation in future years.
2. Raise money for its branch operation.

BOYS & GIRLS CLUBS OF AMERICA RELATIONS:

CORPORATE BOARD:

1. Will operate the organization under minimum operating requirements of Boys & Girls Clubs of America.
2. Will conduct every third year a self-evaluation utilizing board, community, and staff groups and submit findings of evaluation to BGCA.
3. Will submit the annual report and pay necessary dues to maintain organization in good standing with Boys & Girls Clubs of America.
4. Will handle all correspondence. Will schedule training for board and staff. Will maintain liaison to **(Your City)** Council of Boys & Girls Clubs of America.

UNIT OR COUNTY BOARD OF DIRECTORS:

1. Will have in its title the name Boys & Girls Club.
2. Will display current service mark of Boys & Girls Clubs of America on the outside of the building and on all appropriate printed materials.
3. Coordinate marketing, communications and all publicity and with Corporate Board marketing theme and timetable to maximize impact of national marketing programs.

The policy of the Boys & Girls Club of **(Your City)** is to apply the spirit of this document uniformly to all Units and to consider Unit requests for modification. While there is no intention to make exceptions to the spirit of this agreement, it is reasonable to anticipate that a few accommodations to this agreement may need to be considered. Any request for accommodations will be considered by the Boys & Girls Club of **(Your City)** corporate board of directors in relation to the following criteria:

- Uniqueness of circumstances;
- Feasibility of granting same accommodations to other Unites in similar circumstances;
- Impact of accommodations upon the Boys & Girls Club of **(Your City)** objectives in maintaining effective fund-raising and program offerings.

Failure of the Unit to comply with any part of this agreement may result in a review and possible action by the corporate board of Boys & Girls Club of **(Your City)**, and Boys & Girls Clubs of America.

This agreement will continue until terminated with or without cause by the execution and delivery of either party to Boys & Girls Club of Weld County with at least 90 days written notice of the intention to terminate the agreement.

This agreement is executed by the Boys & Girls Club of **(Your City)** and the Unit or County Board of Directors, each acting in accordance with a unanimous vote of its governing body.

Sample Management Operating Agreement, continued

FOR THE BOYS & GIRLS CLUB OF (YOUR CITY)

BY: _____ DATE: _____
(CHAIRMAN)

BY: _____ DATE: _____
(SECRETARY)

FOR THE UNIT OR COUNTY BOARD OF DIRECTORS REQUESTING AFFILIATION:

BY: _____ DATE: _____
(UNIT OR COUNTY BOARD OF DIRECTORS CHAIRMAN)

BY: _____ DATE: _____
(UNIT OR COUNTY BOARD OF DIRECTORS VICE CHAIRMAN)

(NOTARY SEAL)

Sample Management Agreement

Note: This is a sample management agreement between a Boys & Girls Corporate organization and a “unit/extension” Club. This is a sample agreement only. Seek professional legal advise for any agreements of this nature.

MANAGEMENT OPERATING AGREEMENT
Between
Boys & Girls Club of **(Corporate Club’s Name)**
And
Boys & Girls Club of **(Extension Club’s Name)**

This operating agreement provides a framework for establishing an affiliation between the Boys & Girls Club of **(Your City)** (hereinafter referred to as “Corporate Club”) and the Boys & Girls Club of **(Your City)** (hereinafter referred to as “Extension Club”) and the agreement for management and operation of the Extension Club. Nothing contained herein is intended to affect the Corporate Club’s right to manage and operate its own Club, separate and independent of the management and operation of the Extension Club. The Extension Club understands and agrees that it shall not have any right to participate in the management and operation of the Corporate Club.

PURPOSE

The citizens of **(Your City)** have expressed an interest and desire to support a Boys & Girls Club in **(Your City)** to serve the young people of the area. A Unit or County Board of Directors of citizens has been created for the purpose of establishing a Boys & Girls Club in **(Your City)**; however, the council and the Club are still in its early developmental stages. The Boys & Girls Clubs of America is supportive of the efforts of the council in **(Your City)** and has requested that the Boys & Girls Club of the Corporate Club serve as a model and provide management and oversight to the board and Club in **(Your City)** pursuant to the terms herein.

Upon compliance with the terms of this agreement, the Boys & Girls Club of the Extension Club will be an extension of the established Boys & Girls Club of the Corporate Club. The Boys & Girls Club of the Extension Club shall enjoy all of the privileges of the Boys & Girls Club of Corporate Club, including its non-profit 501(c)(3) status.

The proposed Boys & Girls Club of the Extension Club may, in the future, at its discretion, seek independent status by incorporating as a non-profit corporation and affiliating as a separate and distinct member Club with Boys & Girls Clubs of America, Inc.

TERM

This agreement shall commence **(start date)** and shall be automatically renewed annually thereafter on the anniversary date hereof unless earlier termination shall occur pursuant to any of the provisions hereof.

Sample Management Agreement, continued

POLICY DETERMINATION

CORPORATE CLUB: The Board of Directors of the Corporate Club shall set all policy and procedures for the program, management, and operation of the Extension Club consistent with the Boys & Girls Clubs of America. The Corporate Club must have a constitution, bylaws, and rules that are not inconsistent with Boys & Girls Clubs of America eligibility requirements.

EXTENSION CLUB: The Extension Club agrees to abide by the constitution, bylaws, policy and procedures of the Corporate Club as adopted or as may be amended in the future and the policy and procedures of the Boys & Girls Clubs of America. Any issue not addressed by this agreement or procedure handbook shall be brought to the attention of the Chief Professional Officer so a respective committee of the Corporate Club or the Board of Directors of the Corporate Club may study it. The Corporate Club, or the respective committee of the Corporate Club, shall have the final determination regarding all policy decisions.

TRUSTEESHIP

CORPORATE CLUB: The Board of Directors of the Corporate Club has the legal responsibility to safeguard the assets of the Extension Club including funds, property, facilities and equipment. The Chairman of the Extension Club and one at large member of the Unit or County Board of Directors of the Extension Club shall represent the Extension Club on the board of the Corporate Club as non-voting members solely for the purposes of discussing, advocating and reporting on issues affecting the Extension Club.

EXTENSION CLUB: The Unit or County Board of Directors of the Extension Club has the legal responsibility for the use and safeguarding of the assets that are placed under their care and stewardship. The Extension Club may also accept assets for the Extension Club's exclusive benefit. The Chairman of the Corporate Club, or his designate, shall represent the Corporate Club on the council of the Extension Club as a non-voting member solely for the purposes of discussing, advocating, recommending and reporting on issues affecting this agreement or the Corporate Club.

The Extension Club must maintain a volunteer Unit or County Board of Directors made up of at least fifteen, but no more than twenty, responsible citizens, and that no meetings or action shall be taken by such Unit or County Board of Directors of the Extension Club unless a quorum is present. A quorum requires a majority of the members. The Unit or County Board of Directors of the Extension Club shall make any policy and procedural decisions which directly affect the Extension Club in consultation with the Board of Directors of the Corporate Club, Chairman of the Corporate Club, and Chief Professional Officer as long as such policy and procedures are not contrary to the policies and procedures adopted by the Corporate Club or inconsistent with the eligibility requirements of the Boys & Girls Clubs of America. All decisions of the Unit or County Board of Directors of the Extension Club shall be by majority vote unless otherwise required by this agreement or the bylaws, rules or procedures of the Extension Club.

All in-kind gifts or other tangible assets received by the Extension Club shall be recorded into a log and reported to the Chief Professional Officer. The Chief Professional Officer will insure that these are entered into inventory records and recorded with a liability insurance vendor. The Chief Professional Officer will maintain separate inventory records for the Corporate Club and Extension Club.

Sample Management Agreement, continued

LEGAL ACCOUNTABILITY

CORPORATE CLUB: Only the Board of Directors of the Corporate Club and its officers may enter into any contractual or legal obligation on behalf of or binding the Extension Club, except as otherwise provided herein. It must perform its duties consistent with its own constitution and bylaws, appropriate laws, government regulations and all the obligations of membership in organizations of its choosing, including Boys & Girls Clubs of America. The Corporate Club shall be obligated to do the following:

1. To have an annual audit performed of the Corporate Club and Extension Club by an independent CPA with a copy forwarded annually to Boys & Girls Clubs of America, foundations, or other funding sources.
2. To conduct business and maintain financial records in accordance with high ethical standards and to maintain separate inventory logs for the assets of the Corporate Club and Extension Club.

EXTENSION CLUB: The Extension Club shall be responsible for conducting its business within the guidelines set forth in this agreement and consistent with appropriate laws and government regulations. The Extension Club shall be obligated to do the following:

1. Ensure that the Extension Club is maintained in a safe and clean manner that complies with state and local ordinances, laws, and regulations.
2. Maintain the following insurance coverage:
 - A. Comprehensive general liability package coverage which shall include general liability coverage, property insurance in a sufficient amount to cover the assets placed under its care and stewardship, and property insurance on the physical location of the Extension Club, all in an amount of and with liability coverage as determined by the Corporate Club;
 - B. Employee, director, and officer liability coverage in an amount and coverage determined by the Corporate Club;
 - C. Supplemental accident policy in an amount and coverage determined by the Corporate Club.

In order to procure the above insurance coverage, the Corporate Club will extend participation in all of its insurance coverage to the Extension Club. When there is an added cost incurred to include the Extension Club, the additional cost will be the responsibility of the Extension Club. The Extension Club shall pay the Corporate Club for these costs within ten (10) days after the Corporate Club presents the invoice to the Extension Club. If the Corporate Club determines that any insurance will be procured independently for the Extension Club, such insurance coverage shall list the Corporate Club as an additional insured. The Extension Club shall provide proof of such insurance and all renewals thereof to the Corporate Club within ten (10) days after purchase or renewal of such insurance or request for proof of such insurance from the Chief Professional Officer or the Corporate Club. Furthermore, if the Extension Club fails to maintain any insurance required by this agreement, the Corporate Club has the authority to purchase such insurance and the Extension Club shall reimburse the Corporate Club for such costs within ten (10) days.

Sample Management Agreement, continued

PLANNING

CORPORATE CLUB: All goals and objectives should lead to the fulfillment of the mission of Boys & Girls Clubs of America.

EXTENSION CLUB: The Extension Club is responsible for determining goals and objectives for its Club; however, said goals and objectives must be consistent with the plan of the Corporate Club and based on the resources and needs in the local community.

PERSONNEL

CORPORATE CLUB: The Board of Directors of the Corporate Club employs the Chief Professional Officer who reports directly to said board. The Corporate Club shall have the responsibility to determine the salary and pay the salary of the Chief Professional Officer. The Chief Professional Officer shall oversee the programs and activities at the Corporate Club and Extension Club.

The Chief Professional Officer has the delegated authority to employ and terminate employees of the Corporate Club and the Extension Club. All employees assigned or hired are employees of the Boys & Girls Clubs of the Corporate Club, whether assigned to the Corporate Club or the Extension Club, and will adhere to all personnel and operating policies set forth by Corporate Club. The Corporate Club shall be responsible for the payment of all salaries and payroll taxes, and complying with federal and state withholding and payroll reporting requirements.

The Corporate Club will maintain sufficient paid staff, qualified in personality, character, experience, education, and training for the leadership and guidance of members of both the Corporate Club and Extension Club.

EXTENSION CLUB: The Extension Club may assist the Chief Professional Officer in interviewing prospective employees who may be assigned to the Extension Club. The Extension Club shall operate in a supportive role. Its input and advice will be valuable in selecting individuals who will be serving their Club and community, but the Chief Professional Officer shall have the final and exclusive authority to hire and fire employees who will be assigned to the Extension Club.

The Extension Club shall reimburse the Corporate Club for 5% of the salary and benefits of the Chief Professional Officer on a bi-weekly basis and shall reimburse the Corporate Club monthly for out-of-pocket expenses incurred by the Chief Professional Officer in carrying out responsibilities to the Extension Club.

The Extension Club shall reimburse the Corporate Club for the salaries and payroll liabilities of all employees assigned to the Extension Club on a bi-weekly basis.

Sample Management Agreement, continued

PROGRAM DEVELOPMENT

CORPORATE CLUB: The Corporate Club will provide an annual report to Boys & Girls Clubs of America to include membership, activities, attendance, and finances of the Corporate Club and Extension Club.

EXTENSION CLUB: The Extension Club will determine programs and services for their Club based on community needs. These programs should reflect the developmental needs of its youth membership. All programs and services must be consistent with the Corporate Club and Boys & Girls Clubs of America.

The Extension Club shall also:

1. Have a Clubhouse or Club quarters that can be identified as a Club by its members. Use by others shall not substantially limit the use of rooms, facilities, and equipment by the members. It shall have sufficient floor space to carry on a diversified and constructive program of activities;
2. Have at least 100 members enrolled in a 12-month period between the ages of 6-18. Membership dues and fees shall be within the means of members and shall not be so excessive as to exclude the needy;
3. Open the Clubhouse and make activities available to its members at least 10 months per year, five days per week, and four hours per day;
4. Have a satisfactory program of varied and diversified activities, with no instruction or promotion of sectarian or political belief;
5. Conduct the commitment to quality review each year and report said result to the Corporate Club;
6. Keep satisfactory records of members, programs, activities, and attendance.

BUDGET AND RESOURCE DEVELOPMENT

CORPORATE CLUB: The Board of Directors of the Corporate Club is responsible for the fiscal stability of the Corporate Club and oversight of the fiscal stability of the Extension Club. It must maintain an ongoing relationship with funding sources, businesses, civic clubs, the general public, and other key leaders to insure an adequate resource base. The Corporate Club shall provide safekeeping and account for all funds held by the Corporate Club and Extension Club. The funds of the Corporate Club and Extension Club shall remain separate and distinct at all times, and no funds shall be commingled. Any and all funds received by the Extension Club shall be accounted for by the Extension Club and turned over to the Chief Professional Officer in order for the Corporate Club to properly account for and provide safekeeping of the Extension Club's funds. The funds of the Extension Club shall be maintained in a separate checking account for the purposes of payment of its operating expenses, and said checking account shall require two signatures: the President or Treasurer of the Corporate Club **and** the Chairman of the Extension Club. The account shall be available for inspection at all reasonable times by the boards of directors of the Corporate Club and council membership of the Extension Club.

The Chief Professional Officer will help the Extension Club organize fundraisers, submit selected grants on behalf of the Extension Club, and make presentations to funding groups when requested to do so.

Sample Management Agreement, continued

EXTENSION CLUB: The Extension Club shall be obligated to do the following:

1. Have funds in hand, or pledged, to maintain the operation of the Extension Club on a satisfactory basis with reasonable expectation of funds for continued operation in future years;
2. Raise money for its operation;
3. The Extension Club shall maintain a separate account in **(Extension Club's City)**, not to exceed (\$\$\$), for immediate petty cash purposes. The Extension Club shall provide receipts and account for all monies expended from said account on a monthly basis to the Chief Professional Officer. The account shall be available for inspection at all reasonable times by the board of directors of the Corporate Club;
4. The Extension Club shall pay an annual administrative fee of (\$\$\$) with payment due on the effective date of this agreement and annually thereafter;
5. The Extension Club shall be responsible for preparing an annual budget for the operation of the Extension Club and raise funds consistent with such budget. The Extension Club shall provide a copy of the annual budget to the Corporate Club, and it shall report monthly on said budget to the Corporate Club, including the actual funds expended to date. The Extension Club shall not expend any fund in excess or inconsistent with said budget unless the directors of the Corporate Board have obtained prior approval.

BOYS & GIRLS CLUBS OF AMERICA RELATIONS

CORPORATE CLUB: The Corporate Club shall be obligated to do the following:

1. Operate the organization under minimum operating requirements of Boys & Girls Clubs of America;
2. Conduct a "Stages of Organizational Development Assessment" every third year and submit findings of the evaluation to BGCA;
3. Submit the annual report and pay necessary dues to maintain the organization in good standing with Boys & Girls Clubs of America. The Extension Club shall reimburse the Corporate Club for its pro rata share of such dues within ten (10) days after payment by the Corporate Club;
4. Handle all correspondence, schedule training for council members and staff, and maintain the liaison to the **(region)** Area Council of Boys & Girls Clubs of America.

Sample Management Agreement, continued

EXTENSION CLUB: The Extension Club shall be obligated to do the following:

1. Have in its title the name “Boys & Girls Club”;
2. Display current service mark of Boys & Girls Clubs of America on the outside of the building and on all appropriate printed materials.
3. Coordinate marketing, communications, and all publicity with Corporate Board marketing themes and timetables to maximize impact of national marketing programs.

MODIFICATION AND TERMINATION

The policy of the Boys & Girls Club of **(Corporate Club’s Name)** is to apply the spirit of this document uniformly and to consider any request of the Extension Club for modification. While there is no intention to make exceptions to the spirit of this agreement, it is reasonable to anticipate that a few accommodations to this agreement may need to be considered. The Boys & Girls Club of **(Corporate Club’s Name)** board of directors in relation to the following criteria will consider any request for accommodations or modifications:

1. Uniqueness of circumstances;
2. Feasibility of granting same accommodations to other branches in similar circumstances;
3. Impact of accommodations upon the Boys & Girls Club of **(Corporate Club’s Name)** objectives in maintaining effective fund raising and program offerings.

Failure of the Extension Club to comply with any part of this agreement may result in a review and possible action by the Board of Directors of the Corporate Board and/or Boys & Girls Clubs of America, including the immediate termination of this agreement without notice.

This agreement may be terminated by either party, with or without cause, by the execution and delivery of either party to the other party of at least ninety (90) days written notice of the intent to terminate this agreement. A majority decision of the members present at a meeting of the governing body intending to terminate this agreement, with a quorum present, shall be sufficient to exercise the right to terminate this agreement.

This agreement is executed by the Boys & Girls Club of **(Corporate Club’s Name)** and the Boys & Girls Club of **(Extension Club’s Name)**, each acting in accordance with a **unanimous** vote of its governing body.

Sample Management Agreement, continued

FOR THE Boys & Girls Club of **(Corporate Club's Name)**

BY: _____ DATE: _____
PRESIDENT

BY: _____ DATE: _____
SECRETARY

FOR THE EXTENSION CLUB REQUESTING AFFILIATION:

BY: _____ DATE: _____
EXTENSION CLUB CHAIRMAN

BY: _____ DATE: _____
EXTENSION CLUB VICE CHAIRMAN

Sample Management Agreement, continued

STATE OF _____ §
COUNTY OF _____ §

This instrument was acknowledged before me on the _____ day of _____, 2006 by _____, President of the Boys & Girls Club of **(Corporate Club name)**.

Notary Public, State of _____

STATE OF _____ §
COUNTY OF _____ §

This instrument was acknowledged before me on the _____ day of _____, 2006 by _____, Secretary of the Boys & Girls Club of **(Corporate Club name)**.

Notary Public, State of _____

STATE OF _____ §
COUNTY OF _____ §

This instrument was acknowledged before me on the _____ day of _____, 2006 by _____, Chairman of the Boys & Girls Club of **(Extension Club name)**.

Notary Public, State of _____

STATE OF _____ §
COUNTY OF _____ §

This instrument was acknowledged before me on the _____ day of _____, 2006 by _____, Vice Chairman of the Boys & Girls Club of **(Extension Club name)**.

Notary Public, State of _____

Appendix F: Evaluations

Evaluation of Unit or County Board of Directors
Effectiveness.....

Unit or County Board of Directors Strategic Planning Feedback and Evaluation
Form.....

A Self-Appraisal Questionnaire for Unit or County Board of Directors
Members.....

Criteria for Evaluating the Unit or County Board of
Directors.....

Unit or County Board of Directors Member Report
Card.....

Unit or County Board of Directors Evaluation of Council Effectiveness

Name: _____

Number of years on the Boys & Girls Club Unit or County Board of Directors:

1: Fiduciary Responsibilities

- When you were recruited to the Boys & Girls Club Unit or County Board of Directors, were you made aware of the overall job of a Boys & Girls Club Council member?
Yes ___ No ___
- When the Council enforced corporate policy, were you properly informed about the policies? Yes ___ No ___
- Comments:

2: Sponsorship

- Did you make a financial contribution to the Boys & Girls Club this year? Yes ___ No ___
- Have you been actively involved in the development process this year?
 - Prospect Identification and Evaluation Yes ___ No ___
 - Business, Grant or Foundation Solicitation Yes ___ No ___
 - Personal Solicitation Visit (One Campaign) Yes ___ No ___
 - Truck Raffle Yes ___ No ___
 - Capital Campaign (build new club) Yes ___ No ___
 - Comments:

3: Advocacy

- Have you promoted the mission and good works of the Boys & Gifts Club to colleagues, friends and the community at large? How? How well do you understand the Boys & GMs Club's specific programs and services? Yes___ No___
- What can we do to assist you in understanding?

- How many Boys & Girls Club functions and events (which reach targeted constituent groups) have you attended?
 - Youth of Year Yes ___ No ___
 - Annual Art Auction Yes ___ No ___

Unit or County Board of Directors Strategic Planning Feedback and Evaluation Form

1. How effective was the council in achieving our "Annual Work Plan"?
2. How effective was your involvement in the work of the organization in (year) time frame?
3. In your opinion, where did the organization fall short in its plan?
4. Greatest need going into (year), as you see it?
5. Threats to our organization in the next three years? Any issues we need to be watchful of?
6. Area(s) of greatest strength as an organization.
7. Area(s) of great weakness as an organization.
8. Other comments that you feel would be helpful.

A Self-Appraisal Questionnaire for Unit or County Board of Directors Members

The following questions may be used by Unit or County Board of Directors members for a self-appraisal of interest and service to the Club. Members mostly answering in the affirmative are likely to be fulfilling their responsibilities as council members.

Use the following ratings to answer these questions:

1 = No 2 = Somewhat 3 = Yes

Add your ratings for a total score. Consider the following relative to your total scores:

10-17	You might want to reconsider service at this time.
18-26	Good potential. You might want to evaluate obstacles to service and commitment.
27-30	Excellent profile.

- 1. Do I have a genuine interest in the Boys & Girls Club and believe in its work?
- 2. Do I attend regularly and participate in Unit or County Board of Directors meetings?
- 3. Do I assume a reasonable amount of council responsibility?
- 4. Do I assume a reasonable amount of committee responsibility?
- 5. Do I personally contribute and secure financial support for the Club in relation to my resources and ability?
- 6. Do I serve as a goodwill ambassador for the Club in the community?
- 7. Do I acquaint my business and social acquaintances with the work of the Club?
- 8. Do I have a reasonably good understanding of the mission and philosophy of the Club?
- 9. Do I attend and participate in Boys & Girls Clubs of America activities when appropriate and I am called upon to do so?
- 10. Do I leverage my professional and personal contacts and relationships to assist the Club?

_____ **Total Score**

Criteria for Evaluating the Unit or County Board of Directors

It is suggested that the Unit or County Board of Directors be evaluated periodically by a committee appointed by the chief volunteer officer (or corporate president). The following criteria have been established for such evaluation.

Assess your Unit or County Board of Directors by using the following ratings to answer these questions.

1 = No; 2 = Somewhat; 3 = Yes.

Add your ratings for a total score. The following total scores reflect the level at which your Unit or County Board of Directors is functioning:

25-39 —	Developing
40-49 —	Operational
50-68 —	Advancing
69-75 —	Excelling

- 1. Does the Unit or County Board of Directors represent a good cross-section of the community relative to ethnicity, gender, age, etc.? Is there a plan to ensure diversity?
- 2. Is a majority of the Unit or County Board of Directors made up of people who are prominent and looked upon as leaders in industry, labor and the professions?
- 3. Is the Unit or County Board of Directors fulfilling 100% of the financial needs of the Club by “giving or getting” funds?
- 4. Are Unit or County Board of Directors members carefully selected and their qualifications seriously weighed before they are nominated? Is there a Unit or County Board of Directors development plan in place?
- 5. Are prospective Unit or County Board of Directors members properly informed as to their duties and responsibilities before they accept membership on the council?
- 6. Are new Unit or County Board of Directors members properly oriented?
- 7. Are the objectives of the Boys & Girls Club Corporation reviewed periodically by the Unit or County Board of Directors?
- 8. If a plan for rotation of officers and council members is used, does it provide for re-election of officers and council members who are active and effective? Is a succession plan in place?
- 9. Does the Unit or County Board of Directors meet regularly?
- 10. Are Unit or County Board of Directors meetings well planned?
- 11. Is a well planned annual meeting held?
- 12. Are there the usual active standing committees and ad hoc teams?

Criteria for Evaluating the Unit or County Board of Directors, continued

- 13. Do committees operate under clearly defined responsibilities?
- 14. Is delegated authority to committees clear and respected?
- 15. Are ineffective Unit or County Board of Directors members replaced when their terms expire?
- 16. Is every member of the Unit or County Board of Directors an advocate for the Club?
- 17. Are Unit or County Board of Directors members familiar with the service and functions of the corporation?
- 18. Does each member have a copy of the *Unit or County Board of Directors Member's Handbook* to use as a reference and guide?
- 19. Are working relations between the Unit or County Board of Directors and lead Boys & Girls staff effective and functional?
- 20. Are public relations effective? Do you have a year-round marketing plan?
- 21. Does the Unit or County Board of Directors request a meeting a least once a year with a representative of the corporate board?
- 22. Does the Unit or County Board of Directors maintain a close working relationship with its corporate board?
- 23. Are Club and Unit or County Board of Directors policies, programs and procedures diversity-assessed to ensure a climate of growth for all involved?
- 24. Does your Unit or County Board of Directors have an education plan? Do you use the *BOARDROOM* Training Program?
- 25. Does your Unit or County Board of Directors ensure the development of an Annual Technology Plan?

_____ **Total Score**

Unit or County Board of Directors Member Report Card

Name of Unit or County Board of Directors Member _____

1. Does the Unit or County Board of Directors Member understand and demonstrate a commitment to the Agency's mission and programs? Explain.
2. Is the Unit or County Board of Directors Member an advocate for the Clubhouse in the community? Does the Unit or County Board of Directors Member work to proactively solve Clubhouse problems and enhance community relations?
3. Does the Unit or County Board of Directors Member regularly attend meetings? Is the Unit or County Board of Directors Member helpful or disruptive in those meetings? How many meetings has the Unit or County Board of Directors Member attended?

Term 1 - ___ of 10 **Term 2** - ___ of 10 **Term 3** - ___ of 10

4. Does the Unit or County Board of Directors Member contribute skills and knowledge by actively participating in meetings and committee work? Explain.
5. Does the Unit or County Board of Directors Member avoid conflicts of interest?
6. Does the Unit or County Board of Directors Member make a personal contribution to the Clubhouse each year? If so, how much? Does the Unit or County Board of Directors Member cause others to make a contribution to the Clubhouse each year? If so, how much? Explain.
7. Does the Unit or County Board of Directors Member actively participate and volunteer at Club-sponsored events? Explain.

Appendix G: Recognition

Sample Unit or County Board of Directors Recognition
Certificate.....

Sample Unit or County Board of Directors Recognition Certificate

The Boys & Girls Club of (Your City)

Presents this certificate with appreciation to:

(Honoree's name)

**UNIT OR COUNTY BOARD OF
DIRECTORS MEMBER**

2013-2014

For inspiring and enabling youth in our community to realize
their full potential in a positive, safe and fun environment.

Date

(Name) Chief Professional Officer
Boys & Girls Clubs of (Your City)

(Name) Unit Executive
Boys & Girls Clubs of (Your City)

(Name) Unit or County Board of Directors Chairman
Boys & Girls Clubs of (Your City) Unit or County Board of Directors

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Appendix H: Resource Library