

Boys & Girls Club Governance Committee Polices, Practices & Tools

Appendix

Ronnie Jenkins

National Director Board Governance

Role of the Governance Committee

Perhaps the most important committee in the entire organization is the Governance Committee. This Committee is charged with the responsibility of recruiting and developing interested individuals to the Board of Directors and its standing committees who will use their abilities and resources to ensure that the Boys & Girls Club of the Coastal Empire (BGCCE) will be a strong force in the community. By developing a committed Board of Directors the longevity and continued growth of the Club will be guaranteed for all the future generations of young people.

Building a strong and effective Boys & Girls Club depends on building a strong and effective Board and its committees to guide and support the Club. The Board is the foundation from which the Club constructs its programs and services to youth. An effective Board, however, is not created by chance. It is the result of thoughtful planning, continuing work, and an understanding by all Board members and the Executive Director of what constitutes Board excellence.

An effective Board of Directors is an integral part of the Boys & Girls Club. The Governance Committee helps develop an effective Board through its two major functions:

BOARD BUILDING: Through the recruitment and nomination process, build a Board of Directors that is representative of, and sensitive to, different groups and outlooks within the community being served, and is passionate about the mission of the Boys & Girls Club.

BOARD EDUCATION: Through orientation, continue to offer and evaluate education opportunities so that Board members may fully understand and effectively fulfill the commitments of the Board of Directors.

Committee Job Description

The Governance Committee is responsible for the identification, cultivation, recruitment, orientation, activation, education, rotation, evaluation and recognition of Board members.

Identification of Prospective Board Members

The Governance Committee outlines what the organization is looking for in a board member by analyzing current board make-up and identifying future needs, and attempt to find the very best person(s) for the job. In this identification process, the Governance Committee informs the entire board what the expectations are for new board members.

The Committee reviews the Board prospects and sets a target number and priority listing of those they wish to invite for the coming year. This list is presented to the Board of Directors for their reviews and comments. Any concerns are directed to the Governance Committee.

Recruitment of prospective Board Members

The prospective board member is contacted preferably by a board member, or a Governance committee member and introduces them to the mission of the Club.

There is a fine line between recruitment and orientation procedures. At a minimum, the following is communicated to all prospective board members before they agree to join the board of directors:

Time: Time is the foremost commitment. Board members should be prepared to meet as often as is necessary to complete the business of the board during the term of one's service. They should also be prepared to attend fund-raising events and to participate as fully as possible in developing and implementing the various fund-raisers.

Money: A primary responsibility of the Board of Directors is to ensure financial stability. Therefore, board members can be expected to lead fund-raising efforts, as well as personally contribute.

Effort: The dynamics of a non-profit organization require that the board be directly involved in fund-raising. The financial health of the organization depends upon people-to-people contact, and board members should understand that indentifying and cultivating potential supports is part of their job.

Prospective board members are voted on by the board of directors in accordance with procedures laid out in the Club's constitution & by laws.

Board member terms are assigned to new board volunteers with procedures laid out in the Club's constitution & by laws.

Orientation of new Board members

The following "Invitation to Serve" materials at a minimum are shared with the prospective board member before and during the orientation process:

- Organization Scorecard
- Most recent audited financial statements.
- Most recent financial statement.
- Most recent budget.
- Resource Development Plan.
- Board of Directors directory.
- Committee roster and responsibilities.
- Constitution and By Laws.
- Board member evaluations.
- Organizational chart.
- Board member job description.
- Strategic Plan.
- Annual Report.
- BGCA literature

By the conclusion of the orientation, new board members will have a sense of:

- The Club's mission and programs; National Youth Outcomes Initiative
- The Club's finances; Three-Year Trend Report
- The Club's fundraising initiatives.
- The structure of the Board of Directors and staff;
- Their roles and responsibilities as a member of the Board of Directors; and
- A snapshot of the organization's effectiveness

Training & Education Program for Board members

A functioning and growing board needs continuing education in leadership skills and skills that pertain to the board and the Club. The Governance Committee creates opportunities for such education through events or tools such as “Boardroom Briefs,” skill-building and Governance training modules for use at board meetings.

The committee should also encourage board members to attend the Boys & Girls Clubs of America’s “Leadership Conference,” spring National Conference & Meeting, as well as the Area Council meetings.

Evaluation

Evaluation is the process of assessing the progress of the board and identifying changes that will bring greater achievement of the Club’s mission. Evaluation is a developmental process, not a report card. The Governance Committee is responsible for giving the individual board members and the entire board opportunities for evaluation and reflection.

The benefits of board self-assessment are numerous, including;

- Refresh the board member’s understanding of roles and responsibilities.
- Identify important areas of board operation that need attention and improvement.
- Measure progress toward existing plans, goals and objectives.
- Shape future operations of the board.
- Define the criteria for an effective and successful board.
- Build trust, respect and communication among board members and with the Executive Director.
- Enable individual board members to work effectively as a team.

Recognition

Board members generally participate for unselfish reasons. However, proper recognition for their efforts on behalf of youth is desirable and may encourage continued and even greater service. The following Boys & Girls Club of America National Service Recognition Awards are available for presentation to eligible board members:

- **Service to Youth Award** for board members who have served member Clubs for a total of ten years or more and at five-year intervals thereafter.
- **Boys & Girls Club Medallion** for board members who have rendered unusually devoted service to a Boys & Girls Club over a considered period of time.
- **Silver Medallion** to a board member for outstanding service to the local Club and the Boys & Girls Club movement in an area or region.
- **Jeremiah Milbank Gold Medallion** to a board member for outstanding service to the national, regional and local Club and the Boys & Girls Club Movement often given for board leader of the year in region, state or for service on National Area Council Committee, and/or Board of Governors, etc.

Committee Development

Committees are the backbone of an organization. They provide the careful study, and analysis, for the decision-making of the association. Committee deliberations provide the wisdom and the ideas that will help to build the future of the organization.

Orientation of Committee Chairs

It is the role of the Governance Committee in conjunction with the Executive Director to ensure that all Committee Chairs are oriented in basic operation. Committee Chairs set the tone for committee work, ensure that members have the information they need to do their jobs, and oversee the logistics of the committee's operation. As the committee's link to the Board of Directors, Committee Chairs frequently consult with, and report to, the Board President and the full board when indicated.

Role of a Committee Chair

These are some of the attributes and duties of a good committee chairperson. The chairperson has a major role in the group's success or failure, serving as leader, counselor, motivator, and presiding officer. A good chairperson:

1. Starts and ends the meeting on time.
2. Allows the group to get well acquainted. (If possible, the members of the group should have an opportunity during their session to get some things off their minds that are not directly related to the committee's work. This might be accomplished at an informal luncheon or reception.)
3. Sees to it that as many as possible participate in the discussion.
4. Keeps the discussion directed to the topic and toward the objective.
5. Tries to avoid being an expert, but does take part in the discussion without being too aggressive.
6. Summarizes the decisions from time to time.
7. Maintains a keen awareness of the dignity of every person in the group and encourages positive feedback to each individual.
8. Is seen as sincere and thoughtful by the committee.
9. Summarizes the meeting and the actions to be taken by the members.
10. Works with staff between meetings to make sure that assignments are being handled properly by volunteers.
11. Works with staff to develop meeting agendas. Staff might suggest "pencil draft" agendas with revisions and changes reserved for the chairman. Otherwise, the committee chair might create a pencil draft agenda and check with staff for additions a few days before the meeting.
12. Works with staff to notify committee members of upcoming meetings.

Committee Development

What makes a good committee?

Effective committees don't just happen. They are a combination of the right individuals. A mission, good leadership, good staff work, and so on. The effective committee:

1. Has a clear statement of its purposes in written form as well as an oral charge by the president or committee chairperson. This can help materially in strengthening the commitment of the group to its assignments.
2. Believes in and respects democratic values.
3. Has a responsible leader who guides the committee process.
4. Has carefully selected members who are interested and qualified.
5. Plans carefully the work to be done.
6. Has a sense of priorities, and works through its assignments one step at a time.
7. Has reasonably compatible members who actively participate in the deliberations. "Reasonable compatibility" does not exclude the maverick or dissenter who can provide the group with unusual insights. The committee members can usually be depended on to bring into line the too insistent nay-sayer.
8. Works as a team rather than as individual performers.
9. Has adequate agenda, documentation, and minutes.
10. Gets infusion of new blood periodically.
11. Represents the various interests of members.
12. Evaluates itself regularly.
13. Works well with staff.

Board Succession Planning

The Board of Directors shall elect the officers of the Corporation annually at the Annual Meeting. Vacancies may be filled or new officers created and filled at any meeting of the Board of Directors. Each officer shall hold office until their successor has been duly elected.

Board Members are elected to a three year term. At the expiration of a term, Board Members may be nominated by the Governance Committee at the Annual Meeting for another three year term based upon willingness of the individual to serve and the committee's collective evaluations.

Our rotation strategy requires that a Chair-elect serve in one or more Vice-Chair roles for one year before being name Chair-elect. *Example our 20XX Chair-elect served as Vice Chair of the Resource Development Committee for one year and serviced as Vice-Chair of Operations Committee for one year, before his/her year of service as Chair of the Board.*

Board Memo from Governance Committee for Prospect Identification

Memorandum

To: All Board Members

From: Governance/Nominating Committee

Date:

Re: Recruitment of New Board Members

Our Board of Directors ranks among the best in the community, and we are proud of this accomplishment. It is reflected in the level of service provided by our organization, and the number of youth we serve.

In order to keep pace with the growth of our community, the Strategic Plan calls for a continuing growth in quantity and quality of board members.

Recruitment of new board members is a responsibility of every current board member. I am hopeful you will participate.

Below is a listing of the basic requirements for Boys & Girls Club Board Members. Please review them carefully. Suggest for a board position only those people you believe would take these obligations seriously.

Board Member requirements:

1. Attend all required board meetings.
2. Be active on one or more standing committees, as well as any special ad hoc committees to which appointed.
3. Be a financial supporter of the Club at an appropriate level.
4. Provide leadership in agency funding efforts.
5. Provide board leadership responsibilities as requested and as possible (such as committee chairperson, elected officer, etc.)
6. Represent the Club at community events, organizations and with private individuals. Speak proudly and positively.
7. Be informed about Club programs, policies and services.
8. Be informed about the needs of the community, society and constituents.

Please use the attached form to submit the pertinent information on those individuals you feel have something to offer the Boys & Girls Club as a board member. Please return the form to the Executive Director or any committee member.

Governance Prospect Identification Form

Board of Directors Prospect Form

Prospect's Name: _____ Address: _____

Phone: _____

Business/Profession: _____ Address: _____

Phone: _____

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 involved in, leadership positions, etc.)
4. Degree to which prospect is well known and recognized: (media attention, public's recognition, etc.)
5. Prospect's financial impact: (personal/professional resources, ability to influence financial support, etc.)
6. Prospect's personal stake and interest in agency:
7. Degree to which prospect represents interests and needs of relevant groups or classes of people, race, gender, age, geography, etc.
8. Prospect's special talent or expertise needed by the agency: (law, public relations, accounting, personnel, etc.)

Orientation Agenda

Sample Board Orientation Agenda

1. Introduction and Welcome – President and/or Governance Chair.
2. Club History – President.
 - a. Boys & Girls Clubs of America
 - b. Boys & Girls Club of the Coastal Empire
3. Boys & Girls Club Basics – Executive Director
4. Committee Structure – Committee Chairs
5. Board Member Roles & Responsibilities
6. Financial Overview
7. Constitution and By Laws
8. Questions & Answers

Board Member Job Description

Job Description for Individual Board Members

Job Title: Board Member

Accountability: Board of Directors

General Function: To participate as a member of the board of directors whose duties are to manage the business, property and affairs of the corporation with the responsibility and authority to determine operating policies and practices.

I. Know-How

- Has achieved recognition and status within the community.
- Is knowledgeable about the social concerns of the community.
- Has the resources (personal and/or corporate) to apply to the needs of the Boys & Girls Club.

II. Key Role

- Trusteeship: Responsible for all Club actions, from protecting the mission to ensuring public accountability.
- Planning: In partnership with the Executive Director, participate in setting direction for the future.
- Policy and Evaluation: Policies that govern the Club's daily operations, from programs to human resources.
- Resource Development: Exercise fiduciary oversight **AND** assist in raising and contributing money for the Club.

III. Competencies

- Ensure and safeguard the organization's mission and purpose.
- Ensuring legal and ethical integrity and maintaining accountability.
- Enhancing the organization's public standing.
- Ensuring that high quality professional leadership is employed.
- Ensuring a diverse and high performance board composition and ongoing development
- Ensuring that a strategic plan is developed and used.
- Establish operating policies.
- Monitoring and strengthening the Club's programs and service strategy.
- Evaluation of the board and board member effectiveness.
- Ensuring adequate resources.
- Managing resources effectively.

IV. Duties

- Complete the orientation session for new board members.
- Serve as an active member of at least one standing committee.
- Serve as advocate and spokesperson for the Boys & Girls Club in your formal and informal networks.

- Assist in financial development for the organization by making a personal financial contribution and by participating in the organization's fundraising projects.
- Attend and participate in 75% of board meetings.
- Participate in the development of and approve the organization's strategic plan including the service delivery system for Club members.
- Participate in board leadership and development activities conducted or sponsored by the local organization, Boys & Girls Clubs of America and community.
- Perform all other duties that may be necessary to carry out the purpose of the organization.

Board Member Annual Review, Annual Recommitment Pledge, Annual Self-Assessment Survey & Scoreboard

Board Self-Assessment Survey

Review this list of basic board responsibilities. Indicate whether, in your opinion, the board currently does a good job in an area or whether the board needs to improve their performance. If improvement is suggested, please be specific with proposed solutions.

| Self Assessment of the board | Does Well | Needs Work |
|---|-----------|------------|
| Organization's Mission <ul style="list-style-type: none"> • Do all board members understand and support the Club's Mission? • Does the board make its decisions about programs based on the mission? | | |
| Relationship with Executive Director <ul style="list-style-type: none"> • Are working relationships between the board and Executive Director good, without domination by either? | | |
| Program Evaluation <ul style="list-style-type: none"> • Are board members familiar with the services and functions of the BGCCE | | |
| Fundraising <ul style="list-style-type: none"> • Does the board understand the Club's fundraising strategy? • Do board members personally get involved in fundraising activities (including giving)? | | |
| Financial Oversight <ul style="list-style-type: none"> • Does the board review and discuss the budget before approving it? • Does the board receive financial reports on a regular basis that are understandable, accurate and timely? | | |
| Strategic Planning <ul style="list-style-type: none"> • Are the objectives of the Club reviewed periodically by the board? | | |

| | | |
|--|--|--|
| <p>Selection and Orientation of the Board</p> <ul style="list-style-type: none"> • Does the board represent a good cross-section of the community relative to gender, ethnicity, age, etc.? • Is the majority of the board made up of people who are leaders in industry, labor and the professions? • Are board members carefully selected and their qualifications seriously weighed before they are elected to serve? • Are prospective board members properly informed of prospective duties and responsibilities before they accept membership on the board? • Are new board members properly oriented? • Does the current plan for rotation of officers and board members provide for re-election of those who are active and effective? • Are ineffective board members replaced when their terms expire? <p>Board/National Organization Relations</p> <ul style="list-style-type: none"> • Does the board request a meeting at least once a year with a staff member of the Boys & Girls Clubs of America? • Does the board maintain a close working relationship with their Regional Service Director? • Does the Board actively participate in Area Council activities and other B&GCA meetings and conferences? | | |
| <p>Public Relations and Advocacy</p> <ul style="list-style-type: none"> • Is every member of the board a goodwill ambassador for the Club/ • Are the board's efforts at public relations effective? | | |
| <p>Board Operations</p> <ul style="list-style-type: none"> • Does the board meet regularly? • Are board meetings well planned? • Are the active, standing committees sufficient? • Do committees operate under clearly defined responsibilities? • Is delegated authority to committees clear and respected? • Does each member of the board have a board member's Handbook to use as a reference and guide? | | |
| <p>Board Liability and Risk Management</p> <ul style="list-style-type: none"> • Does the board have an adequate amount of liability insurance? • Has the board assigned an appropriate person to monitor legal compliance? | | |

**Boys & Girls Club of the Coastal Empire
Board Member
"Scorecard"**

Name: _____ Spouse: _____

Address: _____ City: _____ Zip: _____

Phone: _____

Business Name: _____ Title: _____

Address: _____ City: _____ Zip _____

Phone: _____

Committee(s): _____

| | J | F | M | A | M | J | J | A | S | O | N | D |
|-------------------------|---|---|---|---|---|---|---|---|---|---|---|---|
| Corporate Board Meeting | | | | | | | | | | | | |
| Club Visit | | | | | | | | | | | | |
| Participation at Club | | | | | | | | | | | | |

Club Presentation Organization _____ Date _____

Recommendation for Board Name _____ Occupation _____

Financial Support Self\$ _____ In-Kind\$ _____ Generated\$ _____

Self Evaluation

1. Do I regularly attend Board meetings (75%) and actively participate? _____
2. Do I actively participate as a member of one standing committee? _____
3. Do I make a personal, sacrificial financial contribution to the Club's annual operating needs, and participate in any fundraising projects? _____
4. Did I complete the orientation session for new board members? _____
5. Did I participate in developing the Club's strategic plan? _____
6. Do I attend and participate in Area Council meetings if requested to do so? _____
7. Have I reviewed and considered capacity and willingness to make a planned gift or bequest (Heritage Club) to the Club? _____

Boys & Girls Club

Board Member Agreement

As a board member of the Boys & Girls Club of the Coastal Empire I am fully committed and dedicated to the mission and have pledged to carry out this mission. I understand that my duties and responsibilities include the following:

1. I am fully fiscally responsible, with other board members, for this organization, I know what our budget is and take an active part in reviewing, approving, and monitoring the budget and fund raising to meet it.
2. I know my legal responsibilities for this organization and those of my fellow board members. I am responsible to know and oversee the implementation of policies and programs.
3. I accept the by-laws and operating principles manual and understand that I am morally responsible for the health and well-being of this organization.
4. I will give what is for me a substantial financial donation. I may give this as a one-time donation each year, or I may pledge to give a certain amount several times during the year.
5. I will actively engage in fund-raising for this organization in whatever ways are best suited for me. These may include individual solicitation, undertaking special events, writing mail appeals, and the like. I am making a good faith agreement to do my best and to raise as much money as I can.
6. I will actively promote Boys & Girls Club of the Coastal Empire and encourage and support its staff.
7. I will attend board meetings, be available for phone consultation, and serve on at least one Boys & Girls Club of the Coastal Empire Committee. If I am not able to meet my obligations as a board member, I will offer my resignation.
8. In signing this document, I understand that no quotas are being set, that no rigid standards of measurement and achievement are being formed. Every board member is making a statement of faith about every other board member. We are trusting each other to carry out the above agreements to the best of our ability.

I would like to continue as a member of the Boys & Girls Club of the Coastal Empire Board of Directors_____

I no longer have the time to serve effectively and would like to resign from the Boys & Girls Club of Coastal Empire Board of Directors_____

Signed_____Date_____

Board Member

Boys & Girls Clubs of Any Town, USA

Board Member Scorecard

Name _____ Date _____

| Date Assessed | Engagement % of Meetings Attended | Asking for \$ From Others | Giving My Annual Personal Gift | Lead-Involved in a Committee | Evaluation-Self Evaluation Completed |
|----------------|-----------------------------------|---------------------------|--------------------------------|------------------------------|--------------------------------------|
| March 20, 2016 | 90% as of 3-1 | 3 Gifts or 60% | Gave My Gift=100% | In Process | March 20, 2015 |
| June, 2016 | 50% as of 7-1 | | | Capital Campaign Team | |
| August, 2016 | | 5 Gifts or 100% | Additional Gift | | F2F with CEO |
| December, 2016 | | | | | |

My Annual Board Performance Plan Standards

Engage – Board members that attend 80% or more board meetings

Ask – Make 5 face-to-face solicitation = _____

Give – Make a personal financial gift of \$ _____ or more

Lead – Assure the organization has a strategic plan

Evaluate – Self-evaluate individually based on board standards

Serve – Actively serve on a committee or task force

| Boys & Girls Clubs XYZ | | |
|---|------------|---------------|
| Board Scorecard – All Board Leaders as of December, 2017 | | |
| Standard | 2016 YTD | 2015 Year End |
| Engage – Board members that attend 80% or more board meetings | 87% | 87% |
| Ask – Make 5 face-to-face solicitation totaling \$_____ | 78% | 82% |
| Give – Make a personal financial gift of \$_____ or more | 95% | 100% |
| Lead – Assure the organization has a strategic plan | 94% | 100% |
| Evaluate – Semi-annual self-evaluate myself based on board standards | 85% | 84% |
| Serve – Board members actively serving on committees or task force | | |
| Overall Rating/Average | 88% | 91% |

Conflict of Interest Disclosure

To The Board of Directors:

The attached copy of a resolution passed by the Board of Directors deals with Boys & Girls Club of the Coastal Empire policy on conflicts of interest and ethics. As a matter of practice we require the statements to be filed annually. Please become familiar with the policy and respond to the statement below. If your response is negative, please separately describe **each** exception resulting in your negative response.

I have read and understand the Board resolution dealing with the Boys & Girls Club of Seymour's policy on conflicts of interest and ethics. To the best of my knowledge and belief:

- A. I am in compliance with such policy

Signature

Printed Name

Date

- B. I am not in compliance with such policy (explanation attached)

Signature

Printed Name

Date

Board Structure

OFFICERS

The Boys & Girls Club board is led by a team of officers that includes a president, a vice president, a secretary, and a treasurer. These officers are elected to a one-year term at the annual meeting of the Club's board of directors and could be eligible for re-election. The duties of each officer should generally be as follows:

President: Leads the board by inviting participation of board members; facilitating communication among the board and between board and staff; guiding evaluations of the Club, Executive Director and the board; delegating authority; raising funds and supporting resource development efforts; maintaining visibility in the community; and supporting the Boys & Girls Club Movement.

Vice President: Assists and supports the President by stepping in for the President when necessary, providing leadership and guidance to designated committees; maintaining visibility in the community; and supporting the Boys & Girls Club Movement.

Secretary: Guards the Club's institutional memory by assuring the preparation, accuracy and timeliness of meeting minutes; communicating with board members about meetings, attendance, and terms; and serving as a signatory on official documents.

Treasurer: Protects the Club's financial resources by assuring proper maintenance of financial records; overseeing the integrity of financial control systems; providing for an annual external audit; and working closely with committee and staff members on fiscal matters.

COMMITTEES AND THEIR FUNCTIONS

Committees are created by the board to accomplish the work that needs to be done between meetings. The majority of the board's work takes place in committees. The effective use of committees distributes and expedites the work of the board so it will not be individually burdensome. It also removes long discussions and routine tasks from the usually crowded board meeting agenda, thus freeing the board to consider overall program, major policies and key issues.

The committee structure should be created to meet the needs of the Club, and should be designed to be as flexible as possible.

Ideally, Clubs should have fewer *standing* committees that look after ongoing issues and more *ad hoc* or *temporary* committees to address immediate and changing concerns; an *ad hoc* committee is discharged when it has accomplished its assignments.

The President appoints the chairperson of standing committees at or as soon as possible after the annual meeting. The chairpersons of special (ad hoc) committees are appointed by the chair as the need arises, such as a special committee to conduct the self-evaluation of the organization. The chair names the committee members after consultation with each committee chairperson and the Executive Officer.

To ensure the effectiveness and efficiency of committee work, board and committee members should define the size of each committee, designate staff support (if any), establish membership criteria (not all committee members need to be board members), determine the duration of the committee, clarify the committee's charge, and assign committee chairs.

Common Boys & Girls Club committees include:

- ❖ Executive
- ❖ Governance/Nominating
- ❖ Finance/Investment
- ❖ Human Resource
- ❖ Marketing
- ❖ Program/Safety
- ❖ Facilities
- ❖ Resource Development
 - ◆ Fundraiser(s)

It is mandatory to have every board members serve on one or more committees. The special talents, abilities and interests of each board member should be considered in making committee appointments. **Individuals in the community who are not members of the board of directors may often be effectively used as consultants, advisors, and/or members (depending on how it is defined in the bylaws) to a committee.**

EXECUTIVE COMMITTEE

The executive committee consists of the current officers of the board (president, vice-president, treasurer, secretary) and the most recent past president and the Executive Director.

The president serves as chairperson of the executive committee. The committee meets on call between regular board meetings and assumes such duties and powers as delegated by the board. It does not assume the authority of the board unless so authorized by the board. It formulates recommendations for board action.

GOVERNANCE

The Governance/nominating committee is responsible for the identification, recruitment, nomination, orientation, ongoing education, evaluation and recognition of board members. Based upon criteria it has established, the committee develops an organizational needs-driven list of potential board members and determines the degree of interest and commitment from those on

this list. From among these prospects, it submits a list of nominees to the board of directors at least 15 to 30 days prior to the meeting at which elections will be held. It also presents a slate of officers for election at the annual meeting and candidates to fill expiring terms of officers and board members. The Governance process should be systematic and provide clearly defined steps to achieve optimum results. The Governance/nominating committee evaluates each board member annually in relation to minimum standards of performance that it has developed and which have been approved by the board of directors. It should contact board members who are not meeting their obligations to determine their interest in continuing to serve on the board.

FINANCE/INVESTMENT

The finance/investment committee works with the Chief Professional officer in preparing the annual budget. Once the committee determines that the proposed budget is sufficient to provide for the operating needs of the organization it presents the budget to the board of directors for approval. In cooperation with the treasurer, who should serve on the committee, it recommends periodic budget adjustments as needed.

The finance/investment committee:

- ❖ Studies and approves annual audit
- ❖ Selects an audit firm each year and reviews audit plan
- ❖ Oversees and directs investment recommendations regarding endowment funds

HUMAN RESOURCE

The human resource committee supports and ensures competency and career development planning, which are essential to staff retention and capacity building.

The human resource committee is concerned with the well-being of all staff members and their effectiveness. It advises the board on human resource standards, practices and policies. It periodically provides reviews of written policies, practices and procedures for the direction and guidance of staff along with the Chief Professional Officer. This includes: all minimum and essential benefits as defined in the membership requirements of B&GCA; adherence to affirmative action; conditions of employment; length of probationary period; job classifications; performance reviews; working hours; vacations; sick leave and welfare benefits; reimbursable expenses; attendance at meetings and conferences; promotions; severance pay; termination of employment; and career development strategies for the organization.

The human resource committee works with the Chief Professional officer in establishing and monitoring the job classification and compensation management program to assure competitive salaries that will attract and retain top quality professionals. Its recommendations for revisions are presented to the board of directors for approval and implementation.

MARKETING

The marketing committee develops and carries out a year-round marketing program that interprets the activities, purpose and needs of the Boys & Girls Club and makes use of all available media-speakers, exhibits, press, radio, and television.

It cultivates the interest and support of all local newspapers, radio and television stations, invites their representatives to public events of the Boys & Girls Club and supplies news items and articles to magazines and other publications. The committee works with the Chief professional officer in preparing news releases, the annual report, pamphlets, flyers and other publicity material.

The committee annually handles the localization and placement of public service television, radio and print ads provided by Boys & Girls Clubs of America. It takes advantage of special opportunity that National Boys & Girls Club Week gives for publicity. It issues a calendar of Club events and makes use of marketing and communications materials from B&GCA.

The committee cooperates with the United Way on publicity and provides speakers and programs on Boys & Girls Club topics for civic, service, labor and fraternal groups. The committee helps establish contacts to promote and generate support for the organization.

PROGRAM/TECHNOLOGY

The Program/Technology committee assists the Chief Professional Officer and staff in ensuring that effective program services are in place. It approves the yearly program goals and assesses and recommends new programs. It ensures that the organization tracks and maintains membership and other youth served data.

In cooperation with the Chief Professional Officer and staff, the program/technology uses criteria established by Boys & Girls Clubs of America to evaluate programs.

It assures the organization's participation in the Commitment to Quality process and BGCA's outcome measurement program; it assists in obtaining needed volunteers and program materials and supplies; and it interprets program services to the board and the community.

The Program/Technology Committee and the Chief Professional Officer as well as other key staff, e.g., program director, unit directors, project leaders, etc., should prepare a yearly calendar of local, state, area, regional and national events for quick and ready reference by board members.

The Program/Technology Committee is responsible for planning and leading the organization's technology plan by assuring that the organization has a fully integrated system, accessible to appropriate staff, for fiscal management, program planning and evaluation, human resource development and record-keeping, financial management and resource development, marketing

and communications, property management and membership tracking of youth, volunteers, alumni and others.

It provides for the establishment and implementation of an annual review and/or audit of the organization's technology needs and systems; secures external technical resources and assistance to meet the technology needs of the organization; provides timely reports and information to the board of directors regarding technology and its support of the mission of the organization; develops written recommendations to meet the technology needs of the organization and presents them to the board for approval and implementation.

FACILITIES

The facilities committee assures the overall satisfactory condition of the facilities, furnishings and grounds of the Boys & Girls Club. It periodically inspects the property for maintenance and needed repairs. The committee submits estimates for major repairs and new equipment to the board for authorization to incur the expense. It sees that a complete inventory is kept of the physical properties and equipment of the Club.

The committee is responsible for a comprehensive plan for facility maintenance and equipment replacement, and utilizes expert advice concerning technical building and maintenance problems.

It assures that the Boys & Girls Club service mark is properly displayed on the exterior of all Club buildings.

RESOURCE DEVELOPMENT

The Resource Development Committee works with the Chief Professional Officer in preparing aspects of the annual budget dealing with income streams and cost of resource development.

The Resource Development Committee is responsible for planning and leading the organization's annual campaign. The annual campaign plan should be comprehensive, assuring a diversity of income sources and maximum involvement by all members of the board of directors.

Ad hoc committees or task forces are often used to lead specific aspects of an annual fundraising committee.

The resource development committee provides for the establishment and implementation of a well-planned and aggressively promoted planned giving program.

OTHER SPECIAL (AD HOC) COMMITTEES AND TASK FORCES

Apart from these standing committees, boards may designate other temporary or permanent committees as appropriate. Each committee needs to have clearly defined responsibilities. One of the benefits of such as hoc committees is that they are easy to dissolve; bylaws changes are

not required. Examples of temporary committees include an executive search committee, an organizational self-evaluation task force, or a fundraising/special events committee.

CURRENT COMMITTEE STRUCTURE – Operates in a team or cluster concept

We operate three teams, led by a vice-chair, each cluster has assigned committees or functions. The cluster/team meet together to organize work, and activate strategy. Not all assigned functions are active and year round.

Governance

- Governance/ Standards/ Evaluation
- Bylaws
- Succession Plan
- Compliance

Finance

- Budget
- Annual Campaign
- Grants
- Planned Giving
- Special Events
- Marketing/Public Relations
- Promotions

Operations

- Safety
- Facilities
- Programs & Teen Services
- ADA/ membership
- Transportation
- Equipment/supplies
- Technology
- Human Resources

This plan must be approved by a vote of the Board of Directors, and may be updated from time-to-time by a board approval.