



BOYS & GIRLS CLUBS
OF PLACENTIA - YORBA LINDA

ORGANIZATIONAL ACCOUNTABILITY STANDARDS

This document contains organizational and board approved policies for the Boys & Girls Clubs of Placentia - Yorba Linda that were created to help foster transparency, accountability and effectiveness of the organization.

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Key Organizational Checklist Questions

Finances:

1. Do you have a finance committee with appropriate expertise?
2. Do you have a separate audit committee that selects and recommends to the board the auditor and scope of the audit?
3. Do you have limits of authority in place for your staff?

Ethics:

4. Do you have an organization wide records retention policy that is closely followed?
5. Do you have a code of ethics and ethics training for staff? for board? Does the code of ethics include a conflict of interest and a reporting mechanism?
6. Do you have a whistleblowers protection policy?

Membership:

7. Is there a complete/signed membership application on file for every member you report?
8. Do you have a process in place to accurately account and document "youth served through community outreach"?

Child Safety:

9. Do you have hiring practices in place that include background checks for all staff and volunteers who have repetitive contact with youth, and does it include at a minimum a (a) social security number trace, (b) a national criminal record search, (c) a national sex offender registry search?
10. Do you have a process in place that guides the organization on who to hire, criminal records that bar a person from employment (barrier crimes).
11. Do you conduct an annual safety audit at each of your facilities and establish a plan of action?

Impact:

12. Does your organization have a measurement strategy with metrics for reach and participation, and an annual plan with targets for deepening impact based on the Impact Assessment?
13. Does everyone in the organization understand the five key elements of impact and how to apply them to everything that happens at the Club?

Roles & Responsibilities of Board Members

Roles

- **Trusteeship** is the single most important role of the board. It includes safeguarding and managing resources, as well as being accountable to the community.
- **Planning** determines where the organization must go to assure that it remains a viable part of the community. It should be an ongoing activity.
- **Policy-Setting** establishes guidelines for the Club's operations, service clientele and major programmatic thrusts. The budget is also a policy document and should be treated as such.
- **Funding** is a responsibility that belongs primarily with the board, not the chief professional officer. While the chief professional officer must be involved, his or her major function is to manage the Club.

Responsibilities

1. Determine the Club's mission and purpose.
2. Select the chief professional officer.
3. Support the chief professional officer and review his or her performance.
4. Ensure effective strategic planning.
5. Ensure adequate resources.
6. Manage resources effectively.
7. Determine, monitor and strengthen the organization's programs and services.
8. Enhance the organization's public standing.
9. Ensure legal and ethical integrity and maintain accountability.
10. Recruit and orient new board members and assess board performance.

Board Member Job Description

GENERAL FUNCTION:

The Board is solely responsible for all Club actions and for the determination of all Club policies and the assurance of financial resources to support the needs of the organization.

DUTIES/RESPONSIBILITIES:

1. Complete the orientation session (Board Room 101) for new Board Members within 90 days of installment.
2. Serve as an active member of at least one standing committee.
3. Serve as a spokesperson for the Boys & Girls Clubs of Placentia – Yorba Linda.
4. Assist in financial development for the organization by making a personal financial contribution and by participating in the organization's fund-raising projects.
5. Participate in Board meetings.
6. Appoint the Executive Director, fix his/her compensation, prescribe his/her duties, and terms of employment.
7. Oversee expenditures within an established budget.
8. Determine operating policies and practices.
9. Approve plans and programs for club members.
10. Perform all other duties which may be necessary to carry out the mission of the organization.

EFFECT ON END RESULT:

1. A well-managed and effective organization, which provides quality programs to meet the needs of boys and girls.
2. Timely achievement of the goals and objectives of the organization.
3. An organization that has sufficient finances, a competent staff, and a quality program based on the principles of youth development.

Annual Board Member Commitment Form

As a Board Member of Boys & Girls Clubs of Placentia – Yorba Linda, I understand that my duties and responsibilities include the following:

1. I am responsible, along with other members of the Board, for the success and growth of our organization.

I am responsible to know and approve all policies and to oversee the implementation of these policies.

I am accountable to the community for all restricted funds received by the organization.

2. It is my duty to know what our budget is, to take an active part in approving the budget and to actively participate in fundraising efforts to meet it.

3. I agree to:

a. Endeavor to attend all monthly Board meetings and commit to attending at least 9 out of the 12 monthly meetings.

b. Serve actively on at least one Standing or Special Committee.

c. Actively assist in fundraising through participation in special events and / or personal gifts in order to "give or get" a minimum of \$1,000 (cash).

d. Participate in the Annual Giving Campaign to the extent which is voted on by the Board of Directors.

e. Complete BoardRoom 101 training session within 90 days of my installment as a board member.

4. Recognizing that our **supporters** do not send gifts to benefit members of the Board, I agree to pay my annual Board **dues of \$120 by March 1st, 200x** in order to underwrite for Board meals and Board supplies/awards during the 2005 year.

5. I understand that each Board member is making a statement of faith with the other members of our board. We have agreed as members of the Board to put the Boys & Girls Club in our **top three (3) charitable commitments of my time, talent, and treasure**. We trust each other to carry out the above agreements to the best of our ability, each in our own way.

6. I find the above reasonable and acceptable for the operation of the Board of Directors and necessary in order to meet the needs of the thousands of children who are counting on me.

Name (print)

Signature

Date

Witness

Date

Internal Control Procedures

These internal control procedures are meant to provide consistency, integrity and accountability for the handling of funds at the Boys & Girls Clubs of Placentia - Yorba Linda with the overriding goal of maintaining a completely transparent organization.

1. All monetary transactions except for those received in via the Internet, telephone or mail shall be made on triplicate receipts.
 - a. The first copy of the receipt shall go to the person who paid the funds.
 - b. The second copy of the receipt shall be attached to the currency or check.
 - c. The third copy shall stay within the book and retained as dictated by law.
2. All receipts of membership payments shall be put in numerical order.
3. All receipts shall be accounted for and signed off each business day by the Executive Director or other designated administrative staff.
4. All payments or donations made via the Internet, telephone or mail shall be mailed a computer generated receipt as well as a hand written thank you note.
5. A bank deposit shall be made each day by a designated staff member of all receipts from that business day which contains all cash, checks and credit card receipts from all locations and sources of funding. All deposit items for "membership payments" shall be chronologically ordered and indicate the receipt number in the memo section of the specific deposit item.
6. Check may only be written by a staff member designated by the Board of Directors and the Executive Director.
7. Board Members as designated by the Board of Directors must sign all checks in the amount of \$250 or more. The Executive Director has the authority to sign checks less than or equal to \$250.
8. The organization has the ability to set up automatic debits for such items as utilities, insurance or other operating expenses with the approval of the Board Treasurer.
9. The Board Treasurer is designated to open all bank statements to verify check signatures and question specific transactions.
10. The Executive Director or a paid bookkeeper is authorized to reconcile bank statements after approved by the Board Treasurer.
11. The Club shall have an audit committee containing no less than 3 individuals whereas only two of the individuals can be board members and the third be a lay person. The audit committee shall review no less than three auditors' credentials annually and report its findings to the Board of Directors for vote. The audit committee will also work with the auditor throughout the audit process.

Approved by the Board of Directors on August 16, 2006

Code of Ethics

- * practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust;
- * act according to the highest standards and visions of their organization, profession and conscience;
- * put philanthropic mission above personal gain;
- * inspire others through their own sense of dedication and high purpose;
- * improve their professional knowledge and skills so that their performance will better serve others;
- * demonstrate concern for the interests and well being of individuals affected by their actions;
- * value the privacy, freedom of choice and interests of all those affected by their actions;
- * foster cultural diversity and pluralistic values, and treat all people with dignity and respect;
- * affirm, through personal giving, a commitment to philanthropy and its role in society;
- * adhere to the spirit as well as the letter of all applicable laws and regulations;
- * advocate within their organizations, adherence to all applicable laws and regulations;
- * avoid even the appearance of any criminal offense or professional misconduct;
- * bring credit to the fundraising profession by their public demeanor;
- * encourage colleagues to embrace and practice these ethical principles and standards of professional practice; and
- * be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy.

STANDARDS OF PROFESSIONAL PRACTICE

Furthermore, while striving to act according to the above values, the Board of Directors at the Boys & Girls Clubs of Placentia - Yorba Linda agree to abide by the *Association of Fundraising Professionals Standards of Professional Practice*, which are adopted and incorporated into the *AFP Code of Ethical Principles*.

Professional Obligations

1. Members shall not engage in activities that harm the member's organization, clients, or profession.
2. Members shall not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations and their clients.
3. Members shall effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
4. Members shall not exploit any relationship with a donor, prospect, volunteer or employee for the benefit of the member or the member's organization.

5. Members shall comply with all applicable local, state, provincial, federal, civil and criminal laws.
6. Members recognize their individual boundaries of competence and are forthcoming and truthful about their professional experience and qualifications.

Solicitation and Use of Philanthropic Funds

7. Members shall take care to ensure that all solicitation materials are accurate and correctly reflect the organization's mission and use of solicited funds.
8. Members shall take care to ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.
9. Members shall take care to ensure that contributions are used in accordance with donors' intentions.
10. Members shall take care to ensure proper stewardship of philanthropic contributions, including timely reports on the use and management of such funds.
11. Members shall obtain explicit consent by the donor before altering the conditions of contributions.

Presentation of Information

12. Members shall not disclose privileged or confidential information unauthorized parties.
13. Members shall adhere to the principle that all donor and prospect information created by, or on behalf of, an organization is the property of that organization and shall not be transferred or utilized except on behalf of that organization.
14. Members shall give donors the opportunity to have their names removed from lists that are sold to, rented to, or exchanged other organizations.
15. Members shall, when stating fundraising results, use accurate consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants (AICPA)* for the type of organization involved. (countries outside of the United States, comparable authority be utilized.)

Compensation

16. Members shall not accept compensation that is based on a percentage of contributions; nor shall they accept finder's fees.
17. Members may accept performance-based compensation, such bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations, and are not a percentage of contributions.
18. Members shall not pay finder's fees, or commissions or percentage compensation based on contributions, and shall take care to discourage their organizations from making such payments.

Approved by the Board of Directors on July 19, 2006

Conflict of Interest Statement

The Boys & Girls Clubs of Placentia - Yorba Linda has a conflict of interest statement that is part of the approved bylaws.

Article IV, Subsection 15 of the approved bylaws state:

Section 15. CONFLICT OF INTEREST. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the Articles of Incorporation. The Treasurer may pay actual expenses incurred by board members while conducting the affairs of the corporation, provided that the Executive Committee or the board authorizes such expenses in advance.

Anti-Retaliation Policy – Whistleblowers Policy

The Boys & Girls Clubs of Placentia - Yorba Linda respects the rights of employees to participate in any legally protected activities. Some examples of activities that may be legally protected are:

- Reporting illegal activities to a government agency,
- Filing a claim or report with a government agency,
- Testifying in a judicial proceeding,
- Making an internal complaint,
- Opposing an unlawful practice,
- Performing a legal duty,
- Filing a workers' compensation claim,
- Taking a protected leave (for example, FMLA leave),
- Acting together with other employees to improve working conditions, or
- Refusing to perform unsafe work.

Any retaliation against an employee for participating in legally protected activities is strictly forbidden. Retaliation can take many forms, such as:

- Demotion or reduction in wages
- Reassignment to a less desirable job or to a different location,
- Increased scrutiny or criticism of the employee's work,
- Any other adverse change in working conditions, or Termination.

Any incident of retaliation should be reported promptly to your supervisor or another manager, or to the Executive Director. You are not required to complain to your supervisor if that supervisor is the one retaliating against you or if you are uncomfortable doing so.

The Boys & Girls Clubs of Placentia - Yorba Linda will evaluate each complaint of retaliation and determine whether further investigation is needed. If the Boys & Girls Clubs of Placentia - Yorba Linda finds that illegal retaliation has occurred, the employee who has retaliated will be disciplined. Disciplinary action may range from warnings to immediate termination, depending on the circumstances.

Approved by the Board of Directors on July 19, 2006

Records Retention Policy

It is the policy of the Boys & Girls Clubs of Placentia - Yorba Linda ("BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA") to retain records for so long as they are useful to BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA unless a longer retention period is required by law or business judgment. The attached Records Retention Policy Schedule specifies the length of time that records are to be maintained. It is imperative that all records are destroyed in accordance with the procedures of this Policy unless they are deemed pertinent or required by an audit, litigation, or investigation, about which BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA has notice.

1. Definitions

As used in this Policy, the term "Records" includes anything that BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA creates or receives in the form of written, printed, or electronic material, including, but not limited to, letters, correspondence, reports, price lists, invoices, statements, policy manuals, contracts, leases, purchase orders, photographs, catalogues, memoranda, computer messages, and e-mail. The term "Records" also includes all copies, reproductions, microfilm, and computer tapes or disks of the foregoing.

As used in this Policy, the term "Temporary Records" refers to those Records that are not of a permanent nature such as notes, announcements, routine interoffice memoranda, checklists, junk mail, and informal summaries and reports.

As used in this Policy, the term "Draft Records" refers to those Records that are not in their final form, regardless of whether a final form was ever created.

2. Records Retention Officer

The Senior Vice President Information Technology is designated the Records Retention Officer of BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA and has responsibility for implementing and carrying out this Policy.

3. Employees and Departments

Employees are responsible for Records in their possession. **Employees should regularly destroy Temporary Records and Draft Records that are no longer useful to BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA.**

Employees shall also participate in a department-wide review of Records in each year (the "Annual Records Review") to identify and destroy Records for which the Retention Period has expired. The Annual Records Review shall be conducted at the end of each calendar year with certification to be completed by January 31.

Department heads are responsible for Records in the department's possession and those that are stored in warehouses. During January of each year, each department head shall ensure that the department's employees have reviewed all files in the department and that Records for which the Retention Period has expired are identified for destruction. In making this determination, the department head should consult the attached Records Retention Policy Schedule. Each year each department head shall complete an Annual Records Review form (see attachment A) certifying that his or her department has

conducted this review and that the appropriate Records have been destroyed. The Records Retention Officer will keep a file of departmental reports by year.

4. Destruction of Documents

Each department head is responsible for assuring that all records are destroyed in a timely and proper manner pursuant to the terms of this Policy.

Prior to the first day of February, each department head shall confirm in writing to the Records Retention Officer that all records not involved in an audit, litigation, or investigation have been stored and / or destroyed in accordance with the Policy.

5. E-Mail and Electronic Data

BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA routinely creates back up copies of e-mail, databases, files located on network drives, and computer based business application programs. These files are backed up at the close of each business day and stored off-site for a period of 13 months. Files stored on laptop and desktop workstations and PDAs are NOT backed up.

E-mail should be discarded after use or 1 year whichever is sooner, unless it pertains to specific items listed in the attached Schedule (E-mail items so identified should be placed in subject matter folders). E-mail that is needed for reference purposes should be placed in subject matter folders created by the user but must be deleted in accordance with the procedures and reviews located elsewhere in this policy. As part of the Annual Records Review, employees must review all electronic files and destroy all records for which the Retention Period has expired.

Annually BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA will automatically delete e-mails that exceed current year plus 3 years from the employees' inbox.

6. Personal Files

Any paper or electronic document, including drafts and copies, created or received by an employee that relates to BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA's business is the property of, and attributable to, BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA for purposes of audit, litigation, investigation. Employees, therefore, shall not maintain "personal" copies of documents for which the Retention Period has expired. Department heads are responsible for providing employees with a copy of this Policy and the attached Records Retention Policy Schedule, issuing employees an annual reminder, and taking other reasonable steps to insure that all employees comply with this Policy.

7. Audits, Litigation or Investigations

Whenever BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA is served with legal process by a party in a lawsuit, has knowledge that it is being audited or investigated, or has knowledge of clearly foreseeable legal proceedings, all Records in any way pertaining to the audit, lawsuit, or investigation shall be retained until the audit, lawsuit, investigation have been concluded. This provision supersedes any other provision in this Policy that would require the destruction of such Records at an earlier date. All Records retained for these purposes shall be listed on an inventory maintained by the head of the department in possession of these Records and submitted to the Records Retention Officer. Judgments will be made by the Records Retention

Officer on a case-by-case basis as to how long such files will be retained after the conclusion of the litigation, investigation, or audit.

8. General

Managers that have any questions regarding the maintenance of any document should contact the Records Retention Officer for guidance. All employees should use good judgment and professional language when creating memoranda or other documents.

9. Amendments to Policy

Any changes to this Policy or the Records Retention Policy Schedule will be documented, and forwarded to each department head.

Approved by the Board of Directors on July 19, 2006

Attachment A

BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA
Annual Records Review Form

A review has been completed of all records in the possession of the _____ department in consideration of the Records Retention Policy Schedule.

- All records identified on the Schedule older than the prescribed retention schedule, which are not involved in known investigation, litigation or audit, have been destroyed.
- All records not identified in the Schedule have been destroyed.
- Any records being retained as exceptions to the Schedule have been identified to the Records Retention Officer.

Name

Title

Date

**BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA
Records Retention Policy Schedule**

To enable the recovery of relevant information in a consistent and responsible manner, a policy is being established to guide the retention and destruction of records. Whether the information is in paper or electronic format is immaterial to the policy.

The periods set forth below apply to all computer records and hard-copy records. Each employee or department head is responsible for ensuring the compliance of his or her own records (and the records of employees and contractors under his or her supervision) whether in file cabinets, computer hard drive, computer disks or elsewhere.

Official documents with Permanent retention periods will be retained by the Corporate Office. Individual employees should discard non-original documents appropriately after use.

Record Classification Period	Retention
Corporate Records	
<ul style="list-style-type: none"> Articles of incorporation, constitution, corporate by-laws, registrations to do business, and any amendments to the foregoing 	Permanent
<ul style="list-style-type: none"> Minutes and resolutions of the Board of Directors or Executive Committee including associated board books 	Permanent
<ul style="list-style-type: none"> Minutes and resolutions of committees required by the constitution and bylaws (Executive Committee, Board Governance Committee, National Area Council Committee and Audit Committee) including associated board books 	Permanent
<ul style="list-style-type: none"> Minutes and board books for all other Board committees 	5 years unless more time is required for subject category elsewhere in this policy
<ul style="list-style-type: none"> Annual reports 	Permanent
<ul style="list-style-type: none"> Deeds, leases, easements, mortgages and other documents relating to real property 	Permanent
<ul style="list-style-type: none"> Insurance policies, endorsements thereto and related correspondence from insurers or insurance brokers 	Current plus 7 years from expiration
<ul style="list-style-type: none"> Patent, trademarks, service marks, copyrights 	Permanent
Legal Records (Litigation and Administrative Proceedings)	
<ul style="list-style-type: none"> Consent decrees, administrative decrees, final orders, judgments and settlement issues 	Permanent
<ul style="list-style-type: none"> Requests for information by government agency or court of law 	3 years after matter fully resolved
<ul style="list-style-type: none"> Notice of demand letters 	5 years after matter fully resolved

<ul style="list-style-type: none"> • Notices of violations / citations / complaints 	5 years after matter fully resolved
<ul style="list-style-type: none"> • Records that relate to ongoing or threatened litigation or other proceedings 	Until matter concluded and then subject to the schedule determined by the Records Retention Officer.
Tax Records	
<ul style="list-style-type: none"> • Tax exemption application 	Permanent
<ul style="list-style-type: none"> • Information returns (Form 990) 	6 years from due date of return or date of filing or audit date, whichever is later
<ul style="list-style-type: none"> • Other tax returns (e.g. Form 990-Ts), bills and statements 	6 years from due date of return or date of filing or audit date, whichever is later
<ul style="list-style-type: none"> • Records, returns, schedules, and statements relating to wages paid, federal and state income tax withheld, social security tax paid and withheld from employee wages and documentation of employee business expenses 	4 years after the due date of the tax or the date the taxes were paid whichever is later
<ul style="list-style-type: none"> • Permanent books of account or records, including inventories, sufficient to establish the amount of gross income, deductions, credits, etc., and all supporting records of details (e.g., payroll records, canceled checks, invoices, vouchers, etc.) 	7 years after the returns are filed
<ul style="list-style-type: none"> • Records of property for which a basis must be determined to compute gain or loss upon disposition. 	Retain until a taxable disposition is made
Accounting and Financial Records	
<ul style="list-style-type: none"> • Audited financial statements 	Permanent
<ul style="list-style-type: none"> • All ledgers, accounts payable and receivable schedules, and other similar documents 	6 years plus current
<ul style="list-style-type: none"> • Bank records (including deposit and withdrawal slips), bank statements, check registers, check receipt journals, canceled checks and other similar documents 	6 years plus current
<ul style="list-style-type: none"> • Expense account, vouchers, petty cash records and other similar documents 	6 years plus current
<ul style="list-style-type: none"> • Management Reports <ul style="list-style-type: none"> ○ Year-end ○ Monthly 	3 years 1 year plus current
<ul style="list-style-type: none"> • Treasurers Reports <ul style="list-style-type: none"> ○ Year-end ○ Monthly 	3 years 1 year plus current
<ul style="list-style-type: none"> • Contracts 	5 years from completion of performance
<ul style="list-style-type: none"> • Payroll registers 	6 years plus current

<ul style="list-style-type: none"> Invoices (paid and unpaid) 	5 years
<ul style="list-style-type: none"> Federal grant documentation including agreements, letters of understanding, reports, underlying grants 	6 years from end of grant period unless additional time is stipulated by grantor.
Pension Records	
<ul style="list-style-type: none"> Pension plans, amendments thereto and related documents 	Life of the plan plus 3 years after the filing of the last annual report for the plan after its termination
<ul style="list-style-type: none"> Retiree and beneficiary records (e.g., names addresses, SSNs, periods of employment (including breaks in service), pay, eligibility information, benefits calculations) 	6 years after last owed payment
<ul style="list-style-type: none"> Audit reports 	Permanent
<ul style="list-style-type: none"> Records of payments to employees or beneficiaries 	6 years after death of payee
Personnel Records	
<ul style="list-style-type: none"> Records pertaining to a claim of discrimination 	Closed and inactive cases up to the statute of limitations on the charge or action. Active cases until matter concluded and then subject to closed case retention.
<ul style="list-style-type: none"> Any personnel or employment records including application forms, records concerning hiring, background checks, promotion, demotion, transfer, layoff, termination, rates of pay, or other terms of compensation and selection for training or apprenticeship 	Duration of employment plus 7 years from the date of termination of employment
<ul style="list-style-type: none"> EEO-1 Form 	Most recent must be on file
<ul style="list-style-type: none"> Employee medical records (except health insurance claims records, one-time first aid treatment records if made on-site by a non-physician and maintained separately from the employee's medical records, and medical records of employees who have worked less than one year and who are provided with their medical records upon termination of employment) 	Duration of employment plus 30 years
<ul style="list-style-type: none"> All records of not hired job applications, resumes, any other employment inquiry in response to an advertisement or anticipated job opening, including records pertaining to failure or refusal to hire 	Current plus 2 years from date the personnel action takes place
<ul style="list-style-type: none"> Job orders submitted to employment agency or labor organization for recruitment of personnel for a job opening 	1 year
<ul style="list-style-type: none"> Test papers completed by applicants or candidates for any position which discloses the results of any employer 	Current plus 2 years from date of personnel action

administered aptitude test or other test considered in connection with any personnel action	
<ul style="list-style-type: none"> • Advertisements or notices to the public or employees concerning job openings, promotions, training programs and opportunities for overtime work 	2 years from the date of the related personnel action
<ul style="list-style-type: none"> • Payroll records with names in full, identification number or symbol, if used, home address, sex, occupation, date of birth if under 19, time of day and day of week on which workweek begins, regular hourly rate of pay, hours worked each work day and total for workweek, total daily or weekly earnings for wages due, total premium pay for overtime, total additions or deductions to wages per pay period with dates and amounts deducted or added on individual records, total wages, payment each pay period and date of payment with pay period covered 	Duration of employment plus 3 years from the last date of entry
<ul style="list-style-type: none"> • Records of retroactive payments, including amount, period covered, date of payment and receipt 	3 years from the last date of entry
<ul style="list-style-type: none"> • Basic employment and earnings records, wage rate tables, work time schedules, job evaluations, merit or seniority systems or other matters which describe or explain the basis of payment of wages, and records of deductions from or additions to pay 	Duration plus 7 years
<ul style="list-style-type: none"> • Employee benefit plans, such as insurance plans, seniority and merit systems 	Life of plan plus 1 year after termination of the plan
<ul style="list-style-type: none"> • Immigration and Naturalization Service Form I-9 (copies of supporting documentation recommended, but not required) 	3 years after hire or 1 year after termination whichever is later
<ul style="list-style-type: none"> • Records providing the basis for all required ERISA plan descriptions or reports or those necessary to certify any information contained therein, including vouchers, worksheets, receipts, and applicable resolutions 	6 years from the filing date of the documents
<ul style="list-style-type: none"> • Records pertaining to each employee-participant in the ERISA plan for determination of benefits that are due or may become due 	As long as relevant
<ul style="list-style-type: none"> • Any personnel or employment record made or kept and records regarding complaints of discrimination against veterans under the Vietnam Era Veterans Readjustment Assistance Act and action taken thereunder. 	2 years from date of last activity
<ul style="list-style-type: none"> • Individual personnel files including non-pension-related materials such as: <ul style="list-style-type: none"> ○ performance evaluations ○ medical records ○ Other documents 	Current plus 5 years 30 years after termination Current plus 5 years
<ul style="list-style-type: none"> • Employee Handbook, Code of Ethics, posted legal notices 	Until superceded
Legislative and Other Materials	
<ul style="list-style-type: none"> • Federal or state lobbying reports 	5 years

Internal Publications / Library	
• President's Blast E-Mails	1 year
• Chairman's Message	1 year
• In-house position papers and other similar documents	Current plus 1 year after superceded
• Directories, speeches, manuals, documentation of computer systems and programs, guidelines, reports and other library materials	Until no longer useful as reference materials
• Magazines, newspapers, press releases and other similar documents	Only while current
Membership Records	
• BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA Member Organization Applications, Charters, Agreements, Modifications, other significant letters memorandums pertaining to member organization	Permanent
• Membership Annual Reports filed with BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA	Permanent
• Membership fee records	5 years
Safety and Security Records	
• Visitor clearances	3 years
• Security violations, infractions	3 years
• Fire, theft investigations	3 years
• Emergency conditions	3 years
Office Supplies and Services	
• Office equipment records	3 years
• Records of inventories	1 year
• Request for service	1 year
• Requisitions for Supplies, purchase orders	1 year
Internal Memoranda and Correspondence	
• Internal memoranda	
○ Drafts of all documents (whether typed or written)	Dispose of when final version prepared
○ Handwritten or other informal notes (e.g., "to do lists, notes, from telephone calls meetings)	Dispose of after use or 6 months, whichever is sooner
○ Voicemail message	Dispose of after use or 30 days, whichever is sooner
○ General E-mail messages (both incoming and outgoing)	Dispose of after use or 1 year whichever is sooner – All e-mail is automatically removed from the system after 3 years from date of origination
○ E-mail specifically pertaining to litigation, or a category of documents referenced for specific	Per applicable retention

retention period should be maintained with those records and destroyed in accordance with the appropriate memorandum.	memorandum
○ Telephone messages (both incoming and outgoing)	Dispose of after use or 30 days whichever is sooner
○ Copies of routine interdepartmental or other company correspondence (except officials statements of BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA policies or positions)	Dispose of after use
○ Agendas	Dispose of after use
○ Calendars, schedule book, appointment books, daily planners and similar scheduling documents)	Dispose of after use
○ Chronological files	5 years
○ General statements of BOYS & GIRLS CLUBS OF PLACENTIA - YORBA LINDA policies or positions	Permanent or until superceded
• Routine Correspondence	
○ Letters and notes that required no acknowledgement or follow-up (e.g., letter of transmittal, travel plans for meetings)	After use or 1 year whichever is sooner

Executive Director / CPO Succession Plan

Proposed Policy:

The Boys & Girls Clubs has developed a plan to prepare for the time in which this organization must replace the current Executive Director/CPO. This plan will allow the organization a structured process during this transition as well as prepare current staff for potentially assuming the role as either an “Interim Executive Director/CPO” or for placement in the Executive Director/CPO position.

Preparing the Organization and Staff for Change of Leadership

The key to a successful transition of leadership is preparing key staff and board leaders for the change. Specific steps can be developed to create an organization that can meet the demands of a change in the Executive Director/CPO position.

The following steps are to be implemented as part of the Strategic Plan in preparing for such a leadership change:

Board of Director Leadership

1. The Executive Committee and Committee Chairs will actively participate to accomplish established organizational projects as well as address new organizational challenges as outlined in the current Strategic Plan.
2. The Board of Directors will participate in Boys & Girls Clubs of America National Conferences, Board Leadership Conferences, North Carolina Alliance of Boys & Girls Clubs and the North Carolina Area Councils to fully grasp the opportunities and challenges of this organization.
3. Individual board members will fulfill his or her agreed upon responsibilities regarding the governing and funding of the organization.

Key Management Staff

1. The Executive Director/CPO will identify members of the key management team and determine them to be a potential Chief Professional Officer of the organization. The continued professional development of these employees is important to the organization and Boys & Girls Club Movement. Special training and tasks will be provided to these employees to prepare them for future management leadership as well as executive leadership of a local Boys & Girls Club.
 - a. ***B&GCA Executive Management Program*** will be provided to those selected managers.
 - b. The Executive Director/CPO will determine, based on recent Performance Reviews of the selected management staff, specific training needs of these individuals to prepare them for the role of Executive Director/CPO.
 - i. Board Development
 - ii. Facility Management

- iii. Budget Development & Fiscal Management
 - iv. Strategy Planning
 - v. Human Resources
 - vi. Leadership Role
 - vii. Program Management
 - viii. Marketing & Public Relations
 - ix. Advanced Supervision
 - x. Community Collaboration
 - xi. Conflict Resolution
2. Select members of this management team will be assigned specific executive level tasks to gain actual, practical experience.
 - a. Assist the Board Chair in conducting a corporate meeting.
 - i. Board of Director's meeting
 - ii. Executive Committee meeting
 - b. Staff liaison to assigned Board committees.
 - c. Staff leadership to a board level auxiliary group

NOTE: At this time the staff person designated by the Executive Director/CPO as a "potential Chief Professional Officer" of the organization is Hugh McLean, Vice President of Operations. It is anticipated that as the organization grows additional staff will be designated.

GUIDELINES FOR THE USE OF AN INTERIM EXECUTIVE DIRECTOR

The decision to place a current staff member or outside individual in the role of Interim Executive Director/CPO must include the following:

1. Clear understanding of the role of this staff position
2. Current organizational projects
3. Impact upon current staff members
4. Expectations of the Board of Directors

Using a Current Employee in the Role of Interim Executive Director/CPO

The Executive Committee may utilize a current management employee in the role of Interim Executive Director/CPO. When that decision is made the following guidelines and steps are to be followed by the Executive Committee:

1. A specific job description will be created for the Interim Executive Director/CPO position.
2. A salary range will be approved to fill the temporary vacancy. This salary will be in effect only during such time the employee fulfills the role as Interim Executive Director/CPO. The method of payment of this salary will be determined by the Executive Committee either as a bonus payment each scheduled pay date or as a lump sum at the end of the interim period.
3. A target length of time for the interim position will be determined.

4. The position is an “at-will” employment relationship as outlined in the organization’s Personnel Policies. The Boys & Girls Club may at any time return the staff member back to their previous position at the previous salary level.

The Executive Committee must review the impact upon the selected employee and their current job assignments in their past position. It must be determined if additional part-time, temporary staffing would need to be hired to fulfill those job duties.

If it is determined that such staffing is needed, the new Interim Executive Director/CPO would be authorized to fill such a position based on the budget approved by the Executive Committee.

Using an Outside Individual in the Role of Interim Executive Director/CPO

The following steps are to followed by the Executive Committee:

1. A specific job description will be created for the Interim Executive Director/CPO position.
2. A salary range will be approved to fill the temporary vacancy.
3. A target length of time for the interim position will be determined.
4. Search for candidates for the position will be from the following sources:
 - a. Boys & Girls Clubs of America – Southeast Region Service Center
 - b. Classified Ads in local newspapers
 - c. Other such sources as determined by the Executive Committee
5. A current Board Member is not eligible for the Interim Executive Director/CPO position.

WHEN THE EXECUTIVE DIRECTOR/CPO VACANCY OCCURS

The following steps will be followed by the Board of Directors, under the leadership of the Chair, at such time it is determined that an opening has occurred or will occur for the Executive Director/CPO position:

- The Executive Committee, in consultation with the Chair of the Human Resources Committee, selects one of the designated staff as the interim Executive Director/CPO of the organization.
- This individual is to contact the Regional offices of Boys & Girls Clubs of America (located in Long Beach) to ensure that they are aware of the vacancy. This individual will give to the Regional office the name, address and phone number of the Chair of our local Board of Directors.
- It is the responsibility of the Regional Office to guide our Board of Directors through the process by which a permanent Executive Director/CPO is selected.

- The Chair of the Board of Directors must work closely with the Regional Offices of Boys & Girls Clubs of America to ensure that the agreed upon selection process is followed to the satisfaction of both the local organization and the National office.
- Upon the selection of the permanent Executive Director/CPO, this succession policy is to be updated reflecting the new leadership responsible for guiding this organization.

EXPECTED OUTCOMES

This Boys & Girls Club will prepare itself for change and will implement an action plan that best fits the needs of the organization.

The organization will have a clear understanding of management needs of the Boys & Girls Club.

Key management staff will receive advance training to prepare them for potential executive leadership of this Boys & Girls Club.

The Board of Directors will be prepared for an executive recruitment process utilizing the services of Boys & Girls Clubs of America.

The best individual to meet the needs of the Boys & Girls Club will be recruited and hired to fill the role of Executive Director/CPO.

The Boys & Girls Club will be in the position to fulfill its Mission and services to local youth in the community

RESPONSIBILITY FOR THIS PLAN

This policy will be reviewed periodically and updated as staff changes warrant. It will be the responsibility of the Human Resources Committee to manage this plan.
