

BOARD OF DIRECTORS

COMMITTEE CHARTERS



BOYS & GIRLS CLUBS
OF METRO SOUTH



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EXECUTIVE COMMITTEE CHARTER

The Executive Committee ensures that there are sufficient, qualified board members to properly govern and complete the Board tasks required by a high functioning organization; it performs the following duties and functions:

- Evaluate the current board profile, its direction, strategy, and focus on diversity, equity, inclusion, and promotion of the mission and values of the organization.
- Determine annual target goals for board members; ensure a board succession plan is in place.
- Present annual slate for the Executive Committee ensuring successful functioning and leadership.
- Identify potential board members with the assistance of current board members and management staff.
- Develop process for board recruitment, orientation, and evaluation.
- Determine committee assignments for board members annually based on Club needs and interests.
- Monitor adherence of responsibilities assigned to members; oversees the board self-evaluation process.
- Plans and carries out annual meeting duties and related tasks.
- Recognizes and accepts awards for outstanding service at local, state, and national levels.
- With the board chair, evaluates individual board member's commitment, support, and participation in governance duties and considers issues of separation when necessary.
- Serves as the nomination committee for annual review of officer and member slate.
- Appoints annually one member to serve on the BGCA Area Council.
- Responsible for the recruitment, hiring, and when necessary termination of the President & CEO.
- Responsible for initiating the annual evaluation of the President & CEO in conjunction with the Board Chair.
- Responsible for succession planning and interim duties in the absence of the President & CEO.

BLUEPRINT FOR GREAT FUTURES STRATEGIC PLAN ACTION STEPS:

- Recruit new board members, establish annual board goals in conjunction with the strategic plan and formalize our board structure to ensure long-term health and productivity.
- Nominate annually a Slate of Officers/Members in conjunction with the annual meeting to support board reorganization efforts. Additionally, appoint one member to the BGCA Area Council to serve in advisory capacity to the Executive Committee.
- Hold an annual meeting to review yearly performance, board succession and yearly appointments.
- Steward and champion the Presidents Council that meets bi-annually; to further garner support for our mission and work.
- Responsible for the planning and hosting of two annual board stewardship events.
- Conduct the President & CEO evaluation annually in accordance with the organization's timeline and goals for performance reviews.
- Pursue opportunities for additional mergers and acquisitions with Clubs throughout the region to further promote efficiency through economies of scale.



MISSION ADVANCEMENT COMMITTEE CHARTER

The Mission Advancement Committee develops and supports the implementation of strategies to further the quality and impact of Club programs and services through fundraising, community engagement, the development of innovative program models, and collaborative partnerships.

- Helps develop, approve, and implement goal-oriented annual mission advancement plans which ensure alignment between our programmatic vision and fundraising efforts.
- Helps identify potential foundation, corporate, and individual funding partners, as well as opportunities for programmatic collaboration with external partners and the community.
- Helps plan and support annual fundraising events and initiatives, ensuring they are fully leveraged as opportunities to identify, cultivate, and engage new/existing funding partners.
- Secure support for the Great Futures Annual Campaign; support the goal of 100% board participation.
- Ensures that cultivation and stakeholder stewardship are integral components of the mission advancement plan with best-in-class activities and strategies implemented consistently.
- Supports the ongoing development of a comprehensive Program Map which is aligned to our Core Values and Strategic Plan for impact as well as funding/partner commitments.
- Evaluate program impact and effectiveness in a continuous manner by reviewing the results of the annual NYOI survey and session-based impact reports -- proposing recommendations for program modifications or discontinuance when appropriate, as well as new programs.
- Reviews costs and benefits of key programs leveraging data and ensuring that there are systems in place to track program attendance, inputs, outputs, and outcomes.
- Ensures annual board and staff professional development opportunities in areas of Advancement, Advocacy, and Program Evaluation.

BLUEPRINT FOR GREAT FUTURES STRATEGIC PLAN ACTION STEPS:

- Extend the continuum of the Club to support teen members' success beyond high school with additional support and training through mentorships, coaching, referrals, and career development.
 - Outline roadmap and vision for partnerships with post-secondary institutions, trade centers, etc.
 - Identify a method and mode in support for 3+ years following Club life with dedicated mentors.
 - Develop a funding plan for a dedicated staff position for alumni success and engagement.
- Strengthen and sustain long-term financial health to carry out our mission independently by establishing an endowment with a distinct capital reserve fund by 2030
 - Develop the designation of use and case for support for the establishment of an endowment.
- Meet the needs of our kids today and tomorrow by leveraging industry data and stakeholder feedback to deploy program models that are responsive to the evolving needs of youth.
 - Review market Club research and fully utilize governance assessment tools to create a roadmap for conducting asset needs, and determine viability, alignment, and fit.
- Deepen the collaboration between the three tiers of board governance.
 - Attract and retaining high-performing members of every level of the board.
 - Identify priority partners/stakeholders from whom we lack representation/involvement on the board.



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FACILITIES & RISK MANAGEMENT COMMITTEE CHARTER

The Facilities & Risk Management Committee is responsible for the Club's physical plant and real property to ensure its functional condition and that all operations function in a safe and risk mitigation capacity.

- To gain an understanding of the current facilities owned, rented and operated by the Boys & Girls Clubs of Metro South.
- To assess the facilities operated by the organization and compare them to the current and anticipated future needs for the Boys & Girls Clubs of Metro South.
- Develop a plan to address the current and future needs of Boys & Girls Clubs of Metro South, as they relate to its facilities, while remaining within the current and desired future funding constraints.
- To aid in the implementation of a maintenance plan for the current facilities.
- Ensures oversight of organizational property and assets such as vehicles and equipment, and ensures necessary replacement and repair. Plans appropriately for obsolescence and replacement needs.
- Ensures that the organization has a safety, security, and loss prevention plan that is updated annually; and that buildings and equipment meet all compliance requirements and conform to health and safety guidelines.
- Recommends needed building and equipment improvements to the Board to ensure that the organization can complete its mission with quality and maximum impact; participates in oversight of building updates and modifications.
- Reviews leases of appropriate facilities; reviews building-related contracts.
- Evaluates potential new land and building acquisitions.

BLUEPRINT FOR GREAT FUTURES STRATEGIC PLAN ACTION STEPS:

- Perform and participate in BGCA internal/external Safety Assessments annually and determine priority areas for improvement and corrective action plans as necessary.
- Develop a five-year preventative maintenance plan, adopt and develop a deferred maintenance fund in conjunction with the Finance & Human Resource Committee.
- Conduct a facility needs assessment to determine program and space needs and develop a master plan for the future of all organizational operations.
- Seek and identify future real estate for organizational expansion and growth.
- Review and adopt yearly engagement plan on best practices with insurance provider.
- Evaluate effectiveness and operations of the local insurance agreements to best meet the need of the organization and all areas of liability.
- Review and evaluate annually all user-group agreements and contracts to ensure proper legal considerations and protections.
- Identify and address areas of risk and/or liability in Club operations around physical plant and child safety, find outlets for remediation and funding to support efforts of this scale.



FINANCE & HUMAN RESOURCES COMMITTEE CHARTER

The Finance and Human Resources Committee is responsible for oversight of the budget, audit, insurance, investment, and personnel matters of the organization.

- Develops the annual budget in conjunction with Board leadership and management staff; presents the budget to the Board for approval.
- Review the financial reports of the organization with management as necessary; shares these reports, and their analysis with the full board.
- Model the impact of new business models, loans, or major program expenditures, for review by the Board.
- Ensures that internal controls are in place, financial analysis reports are current and accurate, and that grant funds are expended in the manner in which they are intended.
- Reviews the annual audit with the independent auditors and reports any recommendations or deficiencies to the Board; ensures that all such deficiencies are resolved and recommendations are fully implemented.
- Review the organization's insurance coverage to ensure that its assets and people are appropriately protected and make recommendations to the Board for any changes.
- Develop and recommend for Board approval investment policies and objectives for the investment portfolio, which shall be consistent with any investment policy statement adopted by the Board.
- Monitor whether assets are being prudently and effectively managed and recommend to the Board changes if they are not.
- Receive and review reports from staff, investment advisors, and investment managers regarding the status of assets within the investment portfolio.
- Meet periodically to evaluate whether any investment policy statement adopted by the Board, the investment activities, and the risk management controls and process related to investments continue to effectively contribute to meeting the goals and objectives set for the investment portfolio.
- Ensures that human resource policies are updated and reviewed by legal counsel as needed.
- Reviews and recommends policies and procedures governing compensation and benefits.

BLUEPRINT FOR GREAT FUTURES STRATEGIC PLAN ACTION STEPS:

- Financial Stability & Operational Efficiency:
 - Assess organizational capacity for maximizing the spaces within our facilities during non-Club hours to allow for a robust calendar of retreats, programs, and rentals from schools, community groups, and private parties by compiling a comprehensive breakdown of each facility. This assessment would include spaces, activities offered, hours of availability, and the required staff to run it during non-Club hours.
 - Board governance will establish an "Endowment Subcommittee" to complete the designation of use and case for support.
 - Identify and review relationships valued at over \$25k and compare to other vendor options to determine cost savings opportunities
 - Maintain at least 25% multi-year/renewable contracts and increase over time to support year-to-year sustainability of programs and operations
 - Identify priority investments needed within our current properties over the next 5 years and rank based on impacts upon current operations and known future programming goals (deferred maintenance plan) Acquire additional land/property for future development of new or expanded facilities
- Organizational Development & Team Building:
 - Create a standard needs assessment tool/rubric to determine priority projects.
 - Improve employee retention by 10% year over year, identifying key retention factors through data collection and analysis, including employee growth/improvement goals, anecdotal feedback (listening sessions, exit interviews, etc.), and subsequent dissemination of findings.



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FOOD INSECURITY COMMITTEE CHARTER

The Food Insecurity Committee will be responsible for developing and maintaining a high-quality program to support hunger relief efforts and the community, which meets their needs and accomplishes the mission and objectives of the Club.

- Assure that all program services are conducted with the utmost regard for safety to create a yearly program that demonstrates leadership in social responsibility.
- Determine a yearly chart of work for the farms and food insecurity.
- Review and approve yearly budgetary goals and fundraising goals of the programs.
- Listen to volunteer feedback in providing new and innovative program improvements.
- Conduct needs assessment studies of the volunteers, recipients, and community in order to determine the need for program development.
- Assist in the development of an effective program to increase and maintain a viable volunteer base.
- Advocate for hunger relief in the greater Metro South communities.

BLUEPRINT FOR GREAT FUTURES STRATEGIC PLAN ACTION STEPS:

- Assess the viability and identify the resource needs (vehicles, drivers, program equipment, available hours of operation) for farms/food insecurity programming;
- Create a referral list of services and supports accessible to families, to facilitate access to necessary food insecurity resources.
- Continue to identify critically needed SOPs for consistency and efficiency of operations (inclusive of RACI)
- Ensure that the program is sensitive to the diverse cultural and dietary needs of the community it serves and promotes inclusivity and diversity within the volunteer base and program recipients
- Organize educational events, workshops, or outreach programs to raise awareness about food insecurity and sustainable farming in the community.
- Identify potential partners, organizations, or local businesses that can support the committee's mission and objectives.
- Foster collaborations to leverage resources, expertise, and support from external entities.
- Actively advocate for hunger relief in the greater Metro South communities through partnerships, public awareness campaigns, and engagement with local authorities.