



## Establishing Your Program

This section of the toolkit will provide articles of interest, samples, and templates on some of the necessary documentation that may be required to start your program and are often considered best practice tools for out-of-school time programming.

### Determining Your Need

Finding out what your community needs in an out-of-school time program is vitally important to your success. Use the the Program Needs Assessment to help make those determinations.

### Program Goals

Every out-of-school time program should establish a set of goals and objectives. These can help you to measure your progress and know that you are making changes in the lives of the youth and families you serve. A template worksheet is provided for your use.

### Role of the Program Director

The Program Director of your out-of-school time program should be able to consider all aspects of programming. This includes everything from the site itself to enrollment forms to program flow and operational support. A Responsibilities template is provided to help you consider how key duties may be delegated between your Program Director and other program leaders (principal, executive director, etc.).

### Bylaws

Bylaws provide the written guidance for your site's day to day operations. These are often required for corporate and non-profit organizations and may go by other names for other types of organizations

(governance guidelines, regulations, principles, etc.). An article from BoardSource detailing suggested requirements for bylaws is included in this toolkit as well as a template and samples from two out-of-school time organizations.

## Policies and Employee Handbook

Strong policies make a strong program. Policies are important in establishing a safety net for you and your staff to refer to when faced with a situation in which you need further guidance. An article with suggestions on how to formulate policies to best serve your program is included in this toolkit as well as a guide to building an employee handbook. The Iowa Afterschool Alliance is available to you for additional support needed to identify and develop policies to support your program.

## Parent and Volunteer Handbook Templates

Handbooks are also a useful tool and can be used as a way of formally communicating with different groups of people connected to your program. Handbook templates for parents and volunteers are provided for you.

## Data Tracking

Once you have your goals and program structure established, it's time to start thinking about enrollment and the types of information you need on file for each youth in your program. Take a look at the Data Tracking template to help determine what your forms should include.

## Iowa Department of Human Services Licensing

Some sites may be interested in becoming a licensed site from the Iowa Department of Human Services (DHS). A licensed site or facility has many benefits, including more money for your program through the Child Care Assistance program and QRS achievement bonuses in addition to the peace of mind you can provide to families who know their children are attending a high quality program. However, you will need to decide the best option for you and your program. To learn more about licensing, contact your local Child Care Resource & Referral Consultant or visit: <https://dhs.iowa.gov/iqrs/how-to-apply>

### Included in this section:

Click on the document title below to jump to that resource.

- \* Conducting Your Program Needs Assessment
- \* Streamlined Program Goal and Assessment Template
- \* Responsibility Checklist for Principal and Program Director
- \* Bylaws: Article from BoardSource
- \* Bylaws Template
- \* Sample Bylaws: Boys & Girls Club of Cedar Rapids
- \* Sample Bylaws: Penn Before and After School Program
- \* Employee Handbook and Policy Guide: Article from Workable
- \* Parent Handbook Template
- \* Volunteer Handbook Template
- \* Data Tracking Packet: Sample Program Registration Form



# Conducting Your Program Needs Assessment

Before planning and designing your program, your team should conduct a thorough needs assessment to gather data on student academic needs and find out what students want to do during the school year. Use the tables in each section to record needs and set priorities for your summer learning program.

**School-Level Data — High-level data provide the big picture and give you a starting point from which to work.** Analyze needs by reviewing state assessment scores, attendance data and behavior data. Use the guiding question examples to begin discussions with your team. Sample answers have been provided.

Guiding Question	School-Level Data	Information Source	Priority (High, Med, Low)
When looking at school-day data (campus or school improvement plans, stated goals that a summer learning program could address, state assessment results, attendance, behavior, etc.), what are the overall trends? What is needed for improvement?	Goal: 80% of third-grade students will meet standards on math state assessment.	State assessment results	High
When looking at the state assessment scores, what are the subject areas where students show deficits? Indicate the deficits for each grade level you will serve in your summer learning program.	Only 70% of third-grade students met standards on math state assessment.		
When looking at attendance reports, what trends do you see that need to be addressed?	15% of third-grade students have been absent 10 or more days this year.		
When looking at behavioral reports, what trends do you see that need to be addressed?	10% of our third-grade students averaged three or more discipline referrals this year.		



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## Conducting Your Program Needs Assessment

**Student-Level Data — Specific data provide details on why students are struggling.** Analyze the student-level data and identify the top three to five student-level deficiencies. Use the guiding question examples to begin discussions with your team. Sample answers have been provided.

Guiding Question	School-Level Data	Information Source	Priority (High, Med, Low)
<p>When capturing data from teachers, use the Y4Y tool Survey of Teacher Programming Needs. What specific skills do students need to master to meet standards on the state assessment, improve report card grades, and ensure promotion?</p> <p><i>List needs by grade level and subject-specific skills.</i></p>	<p>Teachers have indicated that students who failed to meet standards most often failed to master the use of fractions and measurement.</p>	<p>Discussion with third-grade math team teachers and state assessment reports</p>	<p>High</p>
<p>With respect to attendance issues, what do counselors, parents and teachers say are the most common reasons for absences?</p>	<p>60% of reported absences occur during the spring semester. School nurse reports unusually high rates of flu during the spring months.</p>		
<p>With respect to discipline referrals, what specific behaviors are being displayed most often?</p>	<p>5% of discipline referrals are coded as fighting. 5% of discipline referrals are coded as disrespecting the teacher.</p>		





# Conducting Your Program Needs Assessment

**Student Voice — Provides data on which activities student want.** Analyze the student voice data and use the table below to record the top three to five ideas that students identified. Use the guiding question examples to begin discussions with your program team. Sample answers have been provided.

Guiding Question	School-Level Data	Information Source	Priority (High, Med, Low)
What activities do students say they want, and which can you accommodate during your summer learning program?	Third-grade students want art, cooking, gardening, Soccer.	Student interest survey	High



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## Conducting Your Program Needs Assessment

**Other Important Data — Provide additional data necessary to provide necessary support to students and their families.** Analyze the issues families face that a summer learning program could address. Also consider other social, emotional and physical needs. Use the following guiding questions examples to begin discussions with your program team. Sample answers have been provided to help you begin discussions with your program team.

Guiding Question	School-Level Data	Information Source	Priority (High, Med, Low)
What family needs can a summer learning program help to address?	90% of family members work a full-time job. 80% of families have 2 or more school-age children (not all in need of academic support).	Family survey	High
What other needs do students have that a summer learning program could address?	85% of students do not have access to healthy meals during the summer months. 50% of students gain weight over the summer months.		





# Streamlined Program Goal and Assessment Template

Please find below a streamlined version of a Goal Setting/Assessment Tool that may be used by afterschool programs. Its purpose is to identify goals specifically set by individual programs identifying program strengths as well as areas in need of growth while also identifying leadership strategies to meet those goals and collecting relevant data as supporting evidence in achieving them.

## **Areas of Strength:**

Listed and summarized by a team of stakeholders in each programming community aligned with the Iowa Afterschool Alliance's Quality Standards.

## **Areas in Need of Growth**

Listed and summarized by a team of stakeholders in each programming community aligned with Iowa Afterschool Alliance's Quality Standards.

- 1. Goal**
- 2. What results do we expect you to achieve?**
- 3. What SPECIFIC leadership action(s) might lead to the desired result? Describe what you will do and how you will do it. (Establish a deadline for this to be completed)**
- 4. What measures or criteria will you use to determine progress and document the effect of chosen indicators? (Establish a deadline for this to be completed)**
- 5. How did I do? Please provide below a brief summary and evidence to support your results, actions and measures regarding each goal. (Establish a deadline as programming concludes for the year.)**





## Responsibility Checklist for Principal and Program Director

The principal and out-of-school time program director should complete this checklist together. Review the tasks in Column 1, then indicate who will be responsible, the principal or program director, or whether it will be a shared responsibility. If shared, decide how it will be shared. It might be advisable to review this checklist two or three times a year.

Task	Responsibility of Principal	Responsibility of Program Director	Shared Responsibility (indicate how)
1. Secure space for afterschool activities.			
2. Inform classroom teachers that their classrooms will be used. (Don't forget classified staff, particularly custodians.)			
3. Provide supplies and materials for afterschool programs (e.g., paper, copier, books, computers, postage, laminator).			
4. Handle discipline issues that arise in the afterschool program.			
5. Communicate with families about content of the afterschool program (e.g., develop brochures, etc.).			
6. Recruit students for afterschool programs.			
7. Decide which activities will be provided.			
8. Involve school staff in curriculum and activity development.			
9. Hire and supervise afterschool program staff.			
10. Register/orient participants in after-school programs.			
11. Communicate with classroom teachers (and families) about homework.			

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# Responsibility Checklist for Principal and Program Director

Task	Responsibility of Principal	Responsibility of Program Director	Shared Responsibility (indicate how)
12. Provide professional development for afterschool staff members.			
13. Manage the afterschool budget.			
14. Collect fees from students and develop/raise program funds.			
15. Develop an evaluation framework; collect and analyze data; share evaluation results.			
16. Share information about the program with the school community, the board of education, and the general public.			

Adapted from *Leading After-School Communities: What Principals Should Know and Be Able to Do*, National Association of Elementary School Principals (NAESP), 2006, pp. 44-45, and *Beyond the Bell: A Principal's Guide to Effective Afterschool Programs*, Learning Point Associates, 2005, pp.26-27.



# Bylaws

All nonprofit organizations need regulations that determine how they are governed. Bylaws are the legally binding rules that outline how the board of a nonprofit will operate. While they are unique to each organization, nonprofit bylaws generally have a similar structure and use.

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## How are bylaws used?

Bylaws are used to guide the board's actions and decisions. They are helpful in preventing or resolving conflict and disagreements. They can protect the organization from potential problems by clearly outlining rules around authority levels, rights, and expectations.

## How are nonprofit bylaws created and amended?

The board **creates bylaws** when the organization is established. Don't operate without them. States have different statutes that apply to bylaws — some dictate specific provisions, while others give more general guidelines. Find the state regulations from your Secretary of State's office or your state attorney general's office. If your organization operates in more than one state, follow the laws in the state where the organization is incorporated. Once created, an attorney can review them to ensure they meet the legal requirements of the state.

Bylaws are not static, and the board should review them regularly. They should accurately reflect how the organization works and remain relevant. This requires amending the bylaws periodically. Keeping bylaws simple in language and content can help ease this process. Some organizations appoint a task force to review the bylaws and make suggestions for revision to the whole board. If the board votes to amend the bylaws, mark the revisions on the bylaws and record the date that they were amended. If you made major structural or authority changes, you need to report them in your next **Form 990**.

## What should you include?

Bylaws are individual to an organization, but they should cover certain issues:

- Name and location of organization
- Statement of purpose
- Election, roles, and terms of board members and officers
- Membership issues (categories, responsibilities)
- Meeting guidelines (frequency, **quorum**)
- Board structure (**size** and **standing committees**, if any)
- **Compensation** and indemnification of board members
- Role of chief executive
- Amendment of bylaws
- Dissolution of the organization

## Hierarchy of laws

While bylaws are a detailed and immediate source of regulations, they must follow federal and state laws and comply with your organization's **articles of incorporation**. If there is a contradiction between the bylaws and these other regulations, that part of the bylaws is invalid. For bylaws to be concise, the board also should create **comprehensive policies and resolutions**.

## What if bylaws are ignored or broken?

There may be several reasons why an organization does not follow the bylaws, and there are different ways to address this. In some situations, bylaws are ignored because they are no longer relevant to the organization. Either they are too broad, have not been revised for several years, or are not in practical or understandable language. If this is true, the board should make revision a priority.

Both board members and others involved with an organization should be concerned when bylaws are intentionally broken and not amended. There are a few avenues of recourse in this situation.

### Internal

If you are a board member, inform the board of your concern, and make sure your objections are noted in the **minutes**. As the bylaws are a legal document, similar to a contract, there can be legal repercussions if they are ignored; therefore, it is important for the board to take any concerns seriously. If you are not on the board, share your concerns with the board chair or chief executive, or, if the board holds public meetings, address your concerns there.

### Chamber of Commerce or Better Business Bureau

You can file a complaint with these organizations. These groups cannot enforce the bylaws, but they do keep records of complaints, and their public nature will give exposure to the issue. This may get other people involved who can encourage the board to comply.

## Court

The bylaws are a legal document, so there is a possibility for prosecution if they are intentionally broken. This is a long and expensive process, and often the courts are reluctant to get involved in internal organization issues. Going to court may also jeopardize the future of the organization as a whole.

## State attorney general

This office has authority over all nonprofits, and it can require the organization to change its bylaws, comply with the original bylaws, or force the organization to close. Like the courts, however, state attorney generals are reluctant to get involved in internal organizational issues.

**101 Resource | Last updated: December 17, 2019**

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*Other Resources:* [Better Bylaws: Creating Effective Rules for Your Nonprofit Board](#), [Bylaws: Dos & Don'ts](#), [Bylaws: Effective Rules for Your Board \(PowerPoint\)](#), [The Essential Ingredients for Good Bylaws – Charter Boards](#)



## Template Bylaws

*This template is designed to provide you a framework for building out your bylaws. To learn more about bylaws, please refer to the article from BoardSource in this section of the toolkit.*

**Name and location of organization** – *The name of your organization and your physical location(s) as well as a note of where you receive your mail.*

**Statement of purpose** – *This is most commonly a statement of your mission and vision as well as a statement regarding what you intend by having these bylaws.*

**Election, roles, and terms of board members and officers** – *How will you recruit members to your board? How many members will you recruit – what is your minimum and maximum? How long will board members serve? What offices are necessary to your organization? Most offices include chairperson, co or vice chair, secretary, treasurer, and often include committee heads (ex. development, fundraising, program quality, etc.) although committee heads may or may not be considered part of the officers.*

**Membership issues (categories, responsibilities)** – *What is expected of your board members? How many meetings will be required? Will you require them to participate in events or programming? Will you ask them to fundraise for your organization? Will you ask them to participate in a committee(s)?*

**Meeting guidelines (frequency, [quorum](#))** – *Will you meet monthly? Quarterly? How many people will be needed to have quorum? Each group determines what is needed to meet quorum. Click the hyperlink in the parenthesis to learn more about quorum.*

**Board structure ([size](#) and [standing committees](#), if any)** – *Finding the right size for your organization is important. A large board has many benefits including the ability to fundraise, open doors and make connections, but this does mean more management on your end. A small board may be more manageable, but may be limiting. Additionally, committees should be chosen to best meet your needs and should be structured as well. Common areas of focus for committees include development, finance, recruitment, program quality, etc. and may also include ad-hoc committees needed for specific needs such as a milestone event (ex. 30-year Anniversary Committee) or needed research (ex. a committee that focuses on a community issue that has or can affect your program such as neighborhood safety or working with a new population of youth).*

**[Compensation](#) and indemnification of board members** – *Will you pay your board members or provide perks of any kind? How will you protect your board members legally? Will you carry liability insurance and if so, how much?*



[Click Here to Download Template](#)

**Role of chief executive** – *what role will the Executive Director, Chief Executive Officer, or other management level members of your own internal team play in the organization and how will they interact with the board?*

**Amendment of bylaws** – *how will you amend your bylaws if things change? What will the process be?*

**Dissolution of the organization** – *no one wants to think about a day that your organization could dissolve, but it is important to identify what will happen to your organization and board if this is the case. This is also true for occurrences like mergers.*



**AMENDED & RESTATED**  
**By-Laws of The Boys & Girls Club**  
**of Cedar Rapids**

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**Article I: Name and Object of Corporation**

**Section 1: Name of Corporation.** This Corporation shall be known as the Boys and Girls Club of Cedar Rapids hereinafter called the Corporation.

**Section 2: Objects and Purposes.** The objects and purposes for which the Corporation is formed are those set forth in it's Articles of Incorporation as from time to time amended. Namely, said purpose is to support, maintain, enhance, and expand the operations, programs and services of the Boys & Girls Clubs of America, it's affiliated organizations, and any other similar and like organization. The Corporation is not formed for pecuniary or financial gain, and no part of the assets, income, profit or net earnings of the Corporation is distributable to, or incurs to the benefit of any individual or member of the Board of Directors, except to the extent permitted under the Iowa Nonprofit Corporation Act and internal Revenue Code Section 501 C (3). No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in any political campaign on behalf of any candidate for public office.

**Section 3: Mission Statement:** The Mission of The Boys and Girls Club of Cedar Rapids is to inspire and enable all young people, especially those who need us the most, to reach their full potential as productive, caring, responsible caring citizens.

**Article II: Membership**

Section 1: The Corporation shall have no members.

**Article III: Government**

**Section 1: Board of Directors.** The general management of the affairs of the Corporation shall be vested in the Board of Directors, who shall be elected as provided in Section 5 of Article IV of these By-Laws. The Board shall have full power, and it shall be the board's duty, to carry out the purposes of the Corporation according to its Articles of Incorporation and its By-Laws. The number of directors shall not exceed thirty-five (35) and shall not be less than fifteen (15) except by amendment to these By-Laws.

**Section 2: Officers.** The officers of the Corporation shall consist of a Chair, Vice-President, Vice-Chair Development, Vice-Chair Operations, Secretary, Treasurer and Immediate Past Board President selected from the Board of Directors, as provided in Article V of these By-Laws, and such other officers as may be elected by the Board. Any one person may serve as one or more officers of the Corporation.

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**Section 3: Chair as Committee Member.** The Chair shall be a member, ex-officio, of all committees.

## **Article IV: Board of Directors**

**Section 1: Annual Meeting.** The annual meeting of the Board of Directors shall be held without other notice than this By-Law on the 4<sup>th</sup> Monday in the month of June in each year. The Board of Directors may fix some other date which is within thirty (30) days before or after this date.

**Section 2: Special Meetings.** Special meetings of the Board of Directors may be called at the request of the Chair or any (2) Directors. The person or persons authorized to call special meetings of the Board of Directors may fix any place, either within or without the state of Iowa, as the place for holding any special meeting of the Board of directors called by them.

**Section 3: Notice.** Notice of any special meetings shall be given at least two (2) days prior thereto by written notice delivered personally or mailed to each Director at his business address, or by email or telegram. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, so addresses, with postage thereon prepaid. If notice be given by telegram such notice shall be deemed to be delivered when the telegram is delivered by the telegraph company. If notice be given by email such notice shall be deemed to be delivered when the email is received in the email In Box. Any Director may waive notice of any meeting. The attendance of a Director at a meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transactions of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at nor the purpose of any regular or special meeting of the Board of Directors need to be specified in the notice of such meeting.

**Section 4: Quorum.** A majority of the directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, but if less than such majority is present at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

**Section 5: Election of Directors & Term.** Directors shall be elected for three (3) year terms with one-third of director terms expiring each year. Directors shall continue in office until the date of the annual meeting for the year in which their term expires, at which meeting their successors shall be elected and which successors shall hold office for a term of three (3) years. In the event there should be any delay in electing any successor director, those previously elected shall continue in office, notwithstanding the expiration of the fixed term, until a successor is elected. The directors shall have power to succeed themselves and shall elect their successors and fill all vacancies. A majority of the directors shall constitute a quorum for the conduct of business. There shall be no limit on the number of terms to be served by a director.

**Section 6: Manner of Acting.** The act of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. A Director shall be considered present at a meeting of the Board of Directors or of a committee designated by the Board if he participates in such meetings by conference telephone or similar communications equipment by means of which all persons participating in the meetings can hear each other.

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**Section 7: Vacancies.** Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of an increase in the number of Directors may be filled by the affirmative vote of a majority of the Directors then in office, even if less than a quorum of the Board of Directors. A Director so elected shall be elected for the unexpired term of his predecessor in the office or the full term of such new directorship.

**Section 8: Compensation.** By resolution of the Board of Directors each Director may be paid his expenses, if any, of attendance at each meeting of the Board of Directors. However, no Director shall receive any salary or other compensation for services as a Director of the Board.

**Section 9: Presumption of Assent.** A Director of the Corporation who is present at a meeting of the Board of Directors at which action is on any corporate matter is taken shall be presumed to have assented to the meeting unless the Director has executed their right to dissent. Said right to dissent shall be executed by filing a written dissent to such action with the person acting as the Secretary of the meeting before the adjournment thereof or by forwarding such dissent by registered or certified mail to the Secretary of the Corporation immediately after the adjournment of the meeting. Such right to dissent shall not apply to a Director who voted in favor of such action.

**Section 10: Informal Action by Directors.** Any action required to be taken at a meeting of the Directors, or any action which may be taken at a meeting of the Directors or of a committee of Directors, may be taken without a meeting if a consent in writing setting forth the action so taken, shall be signed by all of the Directors or committee of Directors.

**Section 11: Committees.** The Board of Directors from time to time by resolution adopted by a majority of the full Board of Directors may appoint from its members a committee or committees, temporary or permanent, and , to the extent permitted by law and these By-Laws, may designate the duties, powers and authorities of such committees.

**Section 12: Removal.** The unexcused absence from three (3) Board meetings, whether annual, regular or special meetings, during a calendar year, shall be grounds for removal. Such vacancy shall be filled pursuant to Section 7 of this Article. A Director may be removed by 2/3 vote of the Board of Directors present. All Board of Directors will receive written notification of the proposed removal prior to the meeting.

## **Article V: Officers**

**Section 1: Number.** The Officers of the Corporation shall be a Chair, one or more Vice-Presidents (the number thereof to be determined by the Board of Directors), a Secretary, and a Treasurer, each of whom shall be elected by the Board of Directors. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Board of Directors. Any two or more offices may be held by the same person.

**Section 2: Election And Term Of Office.** The officers of the Corporation to be elected by the Board of Directors shall be elected bi-annually by the Board of Directors at the annual meeting of the Board of Directors. If the election of officers shall not be held at such meeting, such election will be held as soon thereafter as conveniently may be. Each officer shall hold office until his

successor shall have been duly elected and qualified, or until his death, resignation, disqualification, or removal under Section 3 of this Article. .

**Section 3: Removal.** Any officer or agent may be removed by the Board of Directors whenever in its judgment the best interest of the Corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Election or appointment of an officer or agent shall not of itself create contract rights.

**Section 4: Vacancies.** Vacancy in any principal office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

**Section 5: Chair.** The Chair shall be the principle executive officer of the corporation and, subject to the control of the Board of Directors, shall in general supervise and control all of the business and affairs of the Corporation. The Chair shall, when present, preside at all meetings of the Board of Directors; sign, with the Secretary or any other proper officer of the Corporation, thereunto authorized by the Board of Directors, any deeds, mortgages , bonds, contracts or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these By-Laws to some other officer or agent of the Corporation, or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of Chair and such other duties as may be prescribed by the Board of Directors from time to time.

**Section 6: Vice-Chair.** In the absence of the Chair or in the event of the Chair's death, inability or refusal to act, the Vice-Chair (or in the event there be more than one Vice-Chair, the Vice-Chairs in the order designated at the time of their election, or in the absence of any designation, then in the order of their election) shall perform the duties of the Chair, and when so acting,, shall have all the powers of and be subject to all the restrictions upon the Chair. Any Vice-Chair shall perform such other duties as from time to time may be assigned by the Chair or by the Board of Directors.

**Section 7: Secretary.** The Secretary shall: (a) keep the minutes of the proceedings of the Board of Directors in one or more books provide for that purpose; (b) see that all notices are duly given in accordance with the provisions of these By-Laws or as required by law; © be custodian of the corporate records and of the seal of the Corporation, if any, and see that the seal of the Corporation, if said Corporation has a seal, is affixed to all documents, the execution of which on behalf of the Corporation under its seal is duly authorized; and (d) in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Board of Directors.

**Section 8: Treasurer.** If required by the Board of Directors, the Treasurer shall give a bond for the faithful discharge of the duties of the office, and in such sum and with such surety or sureties as the Board of Directors shall determine. The Treasurer shall: (a) have charge and custody of and be responsible for all funds and securities of the Corporation; receive and give receipts for money due and payable to the Corporation from any source whatsoever, and deposit all such money in the name of the Corporation in such banks, trust companies or other depositories as shall be selected in accordance with the provisions of Article VII of these By-Laws; and (b) in general perform all of the duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the Chair or by the Board of Directors.

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**Section 9: Assistant Secretaries & Assistant Treasurers.** There may be Assistant Secretaries, when authorized by the Board of Directors. The Assistant Treasurers shall respectively, if required by the Board of Directors, give bonds for the faithful discharge of their duties in such sums and with such sureties as the Board of Directors shall determine. The Assistant Secretaries and Assistant Treasurers, in general, shall perform such duties as shall be assigned to them by the Secretary of the Treasurer, respectively, or by the Chair or the Board of Directors.

**Section 10: Other Assistants & Acting Officers.** The Board of Directors shall have the power to appoint any person to act as assistant to any officer, or to perform the duties of such officer whenever for any reason it is impracticable for such officer to act personally and such assistant or acting officer so appointed by the Board of Directors shall have the power to perform all the duties of the appointed office, except that such power may be otherwise defined or restricted by the Board of Directors.

**Section 11: Salaries.** No officer shall receive any salary or any other compensation for services as an officer rendered to the Corporation.

## **Article VI: Executive Committee**

**Section 1: Appointment.** The Board of Directors by resolution adopted by a majority of the full Board, may designate two or more of its members to constitute an Executive Committee. The designation of such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any member thereof, any responsibility imposed by law.

**Section 2: Authority.** The Executive Committee, when the Board of Directors is not in session, shall have and may exercise all of the authority of the Board of Directors to the extent, if any, that such authority shall be limited by the resolution appointing the Executive Committee and except also that the Executive Committee shall not have the authority of the Board of Directors in reference to amending the Articles of Incorporation, adopting a plan of merger or consolidation, or amending the By-Laws of the Corporation.

**Section 3: Tenure and Qualifications.** Subject to the provisions of Section 8 of this Article, each member of the Executive Committee shall hold office until the next regular annual meeting of the Board of Directors following his designation.

**Section 4: Meetings.** Regular meetings of the Executive Committee may be held without notice at such times and places as the Executive Committee may fix from time to time by resolution. Special meetings of the Executive Committee may be called by any member thereof upon not less than two (2) day's notice stating the place, date and hour of the meeting, which notice may be written or oral, and if mailed, shall be deemed to be delivered when deposited in the United States mail addressed to the member of the Executive Committee at his business address. Any members of the Executive Committee may waive notice of any meeting need be given to any member thereof who attends in person. The notice of a meeting of the Executive Committee need not state the business proposed to be transacted at the meeting.

**Section 5: Quorum.** A majority of the Executive Committee shall constitute a quorum for the transaction of business at any meeting thereof and action of the Executive Committee must be



authorized by the affirmative vote of a majority of the members present at a meeting at which a quorum is present.

**Section 6: Action Without a Meeting.** Any action required or permitted to be taken by the executive Committee at a meeting may be taken without a meeting if a consent in writing, setting forth the action so taken shall be signed by all of the members of the Executive Committee.

**Section 7: Vacancies.** Any vacancy in the Executive Committee may be filled by a resolution adopted by a majority of the full Board of Directors.

**Section 8: Resignations and Removal.** Any member of the Executive Committee may be removed at any time with or without cause by resolution adopted by a majority of the full Board of Directors. Any members of the Executive Committee may resign from the Executive Committee at any time by giving written notice to the President or Secretary of the Corporation, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

**Section 9: Procedure.** The Executive Committee shall elect a presiding officer from its members and may fix its own rules of procedure which shall not be inconsistent with these By-Laws. It shall keep regular minutes of its proceedings and report the same to the Board of Directors for its information at the meeting thereof held next after the proceedings shall have been taken.

## **Article VII: Board of Trustees**

**Section 1: Appointment.** The Board of Directors by resolution adopted by a majority of the full Board, may establish a Board of Trustees. The establishment of said Board and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any member thereof, of any responsibility imposed by law.

**Section 2: Authority.** The Board of Trustees may exercise all of the authority established by the By-Laws outlined in Section 3 of the Article.

**Section 3: Governance.** The Board of Trustees shall establish and determine its method of government, officers, membership requirements and terms, and shall enact By-Laws setting forth such matters. Such By-Laws must comply with the objects and purposes of the Corporation and shall be subject to review and approval of the Board of Directors of said Corporation.

## **Article VIII: Contracts, Loans, Checks & Deposits**

**Section 1: Contracts.** The Board of Directors may authorize any officer, agent or agents, to enter into contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

**Section 2: Loans.** No loans shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

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**Section 3: Checks, Drafts, Etc.** All checks, drafts of other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors.

**Section 4: Deposits.** All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of directors may select.

### **Article IX: Waiver of Notice**

Whenever any notice is required to be given to any director of the Corporation under the provisions to these By-Laws or under the provisions of the Articles of Incorporation or under the provisions of the Iowa Nonprofit Corporation Act, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the times stated therein, shall be deemed equivalent to the giving of such notice.

### **Article X: Amendments**

These By-Laws may be altered, amended or repealed and new By-Laws may be adopted by the Board of Directors at any regularly scheduled or special meeting. Any changes to the By-Laws require changes be passed at (2) meetings for the changes to be effective.



New

**AMENDED AND RESTATED BYLAWS  
of  
PENN BEFORE AND AFTER SCHOOL PROGRAM**

**ARTICLE I  
Name and Purpose**

1.1 Name. The name of the Corporation shall be Penn Before and After School Program.

1.2 Purposes and Powers. The Corporation is organized as a nonprofit corporation under Iowa law. The Corporation shall provide quality before and after school care for children in kindergarten through sixth grades. The educational purposes of the corporation are limited to those permitted under Section 501 (c)(3) of the Internal Revenue Code or its successor sections. The Corporation shall also have those purposes and powers as stated in its Articles of Incorporation, and whatever powers as are or may be granted by the Revised Iowa Nonprofit Corporation Act, as amended, or any successor legislation.

1.3 Principal Office. The principal office of the Corporation shall be at such place or places as the Board of Directors may determine from time to time. The initial principal office of the Corporation shall be at 230 N. Dubuque Street, North Liberty, Iowa 52317.

1.4 Fiscal Year. The fiscal year of the Corporation shall, unless otherwise determined by resolution of the Board of Directors, end on December 31 of each year. The Board of Directors may by resolution from time to time change the fiscal year of the Corporation.

**ARTICLE II  
Membership**

2.1 Members. The parents or guardians of any child enrolled in the Penn Before and After School Program ("BASP") shall be members of the Corporation. Each family enrolled in the program shall have one membership allocated to that family for quorum and voting purposes.

2.2 Enrollment. Enrollment of children in the BASP is subject to prompt payment of fees, availability of space, and adherence to BASP guidelines and rules.

2.3 Annual Meeting. There shall be an annual meeting of the members on a date set by the President, which date shall be not more than 30 days before nor 30 days after the first day of school each academic year. At the annual meeting, the members shall elect a Board of Directors to manage the Corporation for the following year and the Members shall also discuss the policies of the BASP. Members may bring all Corporation matters up for discussion at this meeting.

2.4 Special Meetings. Special meetings of the members may be called at any time by resolution of the Board of Directors, which may fix the date, time and place of the meeting. If the Board does not fix the date, time and place of the meeting, it shall be the duty of the Secretary to

do so. Special meetings of the members shall also be called by the President upon petition by at least 20% of the members.

2.5 Notice of Members' Meetings. Whenever written notice is required to be given to a member, it may be given to such person, either personally or by sending a copy thereof by mail, postage prepaid, or by electronic mail, to his or her address appearing on the books of the Corporation. If the notice is sent by mail, it shall be deemed to have been given to the person entitled thereto when deposited in the United States mail. Notice of a meeting shall specify the place, day and hour of the meeting and any other information required by any provision of the Revised Iowa Nonprofit Corporation Act, as amended.

2.6 Quorum and Voting. A quorum at a member meeting shall consist of at least 10% of the members entitled to vote. Each member (each family-with a Member) will have one vote. Whenever any action is taken by the vote of the members, it shall be authorized by a majority of the votes cast at a duly organized meeting of the members.

### ARTICLE III. Board of Directors

3.1 Management by the Board. The business and affairs of the Corporation shall be managed by a Board of Directors. The Board of Directors shall be responsible for establishing and maintaining all policies and procedures regarding the operation of the Corporation. The Board may, however, at its discretion delegate such portions of its authority to the BASP Program Director as is necessary for the BASP Program Director to perform his/her duties.

3.2 Number of Directors. The Board of Directors shall consist of 7 voting directors. The BASP Program Director shall be a non-voting ex-officio member of the board. The principal of the elementary school or the principal's designee shall also be a non-voting ex-officio member of the board.

3.3 Regular Meetings. The Board of Directors shall meet at least quarterly. A quorum of the Board shall consist of at least a majority of the Directors. Meetings of the Board of Directors shall be open to all members. The Board reserves the right to enter executive session in the event of confidential matters. The Secretary is responsible for notifying all Board members of the time, date and place of meeting.

3.4 Special Meetings. The President or Secretary may call for a special meeting of the Board of Directors. The Secretary shall provide written notice of any special meeting of the Board of Directors to each Director at least two days before the day for the meeting. The notice need not state the business to be transacted at, nor the purpose of the meeting.

3.5 Notice of Directors' Meetings. Whenever written notice is required to be given to any Director, it may be given to such person, either personally or by sending a copy thereof by mail, postage prepaid, or by electronic mail, to his or her address appearing on the books of the Corporation. If the notice is sent by mail, it shall be deemed to have been given to the person

entitled thereto when deposited in the United States mail. Notice of a meeting shall specify the place, day and hour of the meeting and any other information required by any provision of the Revised Iowa Nonprofit Corporation Act, as amended.

3.6 Vacancies on the Board. Vacancies in the Board of Directors resulting from resignations, deaths or other causes, including vacancies resulting from an increase in the number of Directors, shall be filled by a majority vote of the remaining members of the Board of Directors at any regular or special meeting and each person so elected shall be a Director to serve for the balance of the unexpired term.

3.7 Location of Board of Directors' Meetings. Regular and special meetings of the Board of Directors will be held at the principal office of the Corporation.

3.8 Informal Action by the Board of Directors. Any action which may be taken at a meeting of the Board of Directors may be taken without a meeting, if a consent or consents in writing, setting forth the action so taken, is signed by all of the Directors who would be entitled to vote at a meeting for such purpose and such consent is filed with the Secretary of the Corporation.

3.9 Indemnification Liability of Directors and Officers. All directors and officers of the Corporation shall be indemnified with respect to all expenses and damages resulting from any claim based on an individual's act or failure to act on behalf of the Corporation. The scope of this indemnification shall include all matters which are not specifically excluded by Iowa law from an indemnification provision.

#### ARTICLE IV.

#### Officers and Elections

4.1 Number and Term of Office. The officers of the Corporation shall consist of a President, a Vice President, a Secretary and a Treasurer. The officers shall be elected annually. Each officer shall hold office for a term of one year or until his or her earlier death, resignation or removal.

4.2 Election of Officers. The officers of the Corporation shall be elected by the Board of Directors following the annual meeting of the Members.

4.3 Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or any other cause, shall be filled by the Board of Directors for the unexpired portion of the term of office.

#### 4.4 Duties and Authority of Individual Officers.

A. President. The President will be responsible for conducting the affairs of the Corporation according to the Articles of Incorporation and these Bylaws and for executing the



policies established by the Board of Directors. The President will be responsible for conducting all meetings of the Board of Directors and all general membership meetings.

B. Vice President. The Vice President shall have such powers and perform such duties as the President or the Board of Directors may from time to time delegate to him. In the case of the absence or disability of the President, the Vice President will perform the duties of the President.

C. Secretary. The Secretary will be responsible for recording the activities of the Corporation and for maintaining appropriate files and records. The Secretary will give notice of meetings as required by the Revised Iowa Nonprofit Corporation Act, as amended, or these Bylaws. The Secretary will attend meetings of the Board of Directors and of the members and shall maintain and distribute all minutes of these meetings. The Secretary will perform such duties as are customarily incident to this office or as may be assigned by the President or the Board of Directors.

D. Treasurer. The Treasurer shall perform all of the duties and exercise such other authority as from time to time may be delegated or assigned to him or her by the Board of Directors. If required by the Board of Directors, the Treasurer shall give a bond for the faithful discharge of his or her duties in such sum and such surety or sureties as the Board of Directors shall determine.

#### ARTICLE V.

#### BASP Program Director

5.1 BASP Program Director. The Board of Directors shall hire a BASP Program Director who shall be in charge of operating the BASP. The BASP Program Director shall be responsible for the administration of the BASP and its activities, according to the policies established by the Board. He or she shall have authority to employ and dismiss personnel of the staff in accordance with policies and budgets approved by the Board of Directors.

5.2 Duties. The BASP Program Director shall be employed at the pleasure of the Board of Directors and shall be responsible for the operation of the BASP under the direction of the Board of Directors. Responsibilities of the Program Director shall include recommendations to the Board of Directors regarding employment, supervision and discharge of other staff positions as may be created by the Board of Directors, supervision of other staff members, program design and development, and communication with members on a regular basis. The BASP Program Director shall attend all Board meetings and submit informal progress reports at the meetings of the Board, and he or she shall call to their attention any matters requiring action or notice. The BASP Program Director shall be an ex-officio non-voting member of the Board.

AMENDED AND RESTATED BYLAWS  
PENN BEFORE AND AFTER SCHOOL PROGRAM  
ARTICLE VI.  
Amendment of Bylaws

6.1 Amendments to Bylaws. These Bylaws may be amended, repealed, or altered, in whole or in part, by a vote of two-thirds of the Board of Directors at any regular or special meeting. Notice of the meeting and the written proposed changes must be given, by the Secretary, to each member of the Board of Directors at least ten (10) days prior to such meeting.

Adopted this \_\_\_ day of \_\_\_\_\_, 2010.

\_\_\_\_\_  
Secretary

SAMPLE

# Employee Handbook

From a code of conduct to benefits and perks to employment details, this employee handbook template has everything you need to start your own company policies.

## What is an employee handbook?

An employee handbook is a document that communicates your company's mission, policies and expectations. Employers give this to employees to clarify their rights and responsibilities while they're employed with the company.

To help you build the best employee handbook, we crafted a template to give you a headstart in creating your own document.

Words in brackets are placeholders -- substitute them with your company's specific guidelines. Also, feel free to modify this template's language to match your company's culture.

Here's what should be included in an employee handbook; our template covers every important policy of an employee manual:

- [Employment Basics](#)
- [Workplace Policies](#)
- [Code of Conduct](#)
- [Compensation and development](#)
- [Benefits and Perks](#)
- [Working Hours, PTO and Vacation](#)
- [Employee Resignation and Termination](#)

If you need to work only on specific parts of your handbook, click on each of the following sections to download them separately.

By tying these sections together, you can build a complete company employee handbook. The full template includes these sections plus an introduction so you can welcome new employees to your company.

To support your efforts even further, here's our guide on what each section entails and tips to flesh out your own employee manual matching your company's requirements:

*Keep in mind that our employee handbook examples and relevant advice are not legal documents and may not take into account all relevant local or national laws. Neither the author nor Workable will assume any legal liability that may arise from the use of these templates. Please ask your attorney to review your finalized policy documents or Handbook.*

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## Employment Basics

This section is mostly informative and helps you establish basic employment-related definitions. It'll give your employees an idea of what the terms of their contract and job classification are. They can use this section as a resource to fall back on whenever they have basic questions.

Also, this is a good place to lay out rules regarding attendance. You could also explain your recruitment process to prepare future hiring managers in your company.

Here are the contents of our [Employment Basics template](#):

- **Employment contract types.** Define full-time and part-time employees, and also interns, apprentices and other workers you employ.
- [Equal opportunity employment](#). This is a necessary statement, not only for legal purposes, but also to promote a culture of meritocracy and respect in your workplace.
- **Recruitment and selection process.** Here, outline the [usual steps in your hiring process](#). Also, if you often conduct pre-employment checks, define the stage hiring managers can order these checks and even how to handle them. Likewise, if you have a permanent referral program or if you issue referral rewards often, this is a good place to outline the procedure and related guidelines.
- **Attendance.** State rules regarding [attendance](#): for example, what employees should do when they can't make it to work or in which cases you may excuse unreported absence.

## Workplace Policies

This section describes what your workplace is and should be like. It's about the conditions your employees work in. Include policies such as anti-harassment and health and safety in your employee handbook to build a lawful and pleasant workplace where your employees can thrive.

We crafted a [template to help you build out your Workplace policies section](#). Here are the policies included with tips on how to customize them to your own workplace:

- [Confidentiality and data protection](#). Our template lays out basic rules about protection of information, but you need to modify it to account for any specific laws that apply to your company. Mention these laws and how you ensure you adhere to them, as well as what you expect employees to do.
- **Harassment and violence.** Respect to and from coworkers is an important part of a harmonious worklife. In this section, you can firmly state your commitment to eliminating [harassment](#) and [violence in the workplace](#). You'll also define what counts as harassment, as well as outline possible repercussions.
- **Workplace [safety and health](#).** This section will present guidelines employees must follow to ensure a healthy and safe workplace. You can add actions your company has taken to comply with occupational health and safety laws, as well as protect employees in hazardous jobs or from

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emergencies. Our template specifically includes sections about preventative action, emergency management, smoking and a drug-free workplace. You could also add a [mental health policy](#) if your company has relevant provisions.

## Code of Conduct

Your Code of Conduct provides a framework for employee behavior. You'll outline how you expect employees to treat others, whether they're colleagues, partners, customers or external stakeholders. It's about ethics and trust - and building a safe and professional space for everyone.

To work on your own Code of Conduct, use our [complete template](#) which includes the following sections:

- **Dress code.** Here you can state the dress code of your company -- even if you don't have one. Employees should know what they can or can't wear. Describe requirements as much as possible; for example, what does 'formal attire' mean to your company?
- **Cyber security and digital devices.** Address internet usage, company cell phones, corporate email and social media use (both corporate and personal). Lay out guidelines without being overly restrictive toward employees; most people expect to have a certain freedom in these matters as long as they follow security and data protection guidelines.
- **Conflict of interest.** Here you can describe what constitutes conflict of interest, what employees can do when faced with one, and what the consequences are for wittingly breaking relevant laws or company rules.
- **Employee relationships and fraternization.** While many companies are flexible when it comes to employees becoming friends or dating, some rules are necessary to avoid gossip or unprofessional scenes.
- **Employment of relatives.** This section is important to avoid accusations of nepotism and favoritism. Give specific guidelines about working relationships allowed between relatives in your company.
- **Workplace visitors.** This is a matter of safety as well as protecting data and company property. Outline the process of bringing visitors on company premises to make sure employees are always alert and responsible.
- **Solicitation and distribution.** In this section, you can refer to attempts by outsiders or employees to solicit or distribute flyers, products or services and how employees can handle these cases.

## Compensation and development

This part explains how you pay and reward employees for their work and help them develop. Through these policies, you show you value employees and motivate them to keep working with you.

To work on this, see our [compensation and development template](#), including these sections:

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- **Compensation status and payroll.** This part is mainly important for the U.S. which has laws on exempt and non-exempt employees. You can explain the legal framework and clarify overtime rules. You can also mention on which days employees receive their salary or wages.
- **Performance management.** This section helps employees understand how their performance will be evaluated, and also prepares managers for managerial duties. You can mention the objectives of performance reviews and how you expect managers to lead their team.
- **Employee training and development.** This is your chance to highlight a big part of your retention strategy -- making sure employees improve personally and professionally. You can mention training opportunities and education budgets, if any.

## Benefits and Perks

Have you ever had an employee say something like: “Gee, I didn’t know we had a gym discount”? It’s likely: often, employees aren’t aware of the full extent of benefits and perks your company offers. This section helps you keep employees well-informed in this matter.

Our [benefits and perks template](#) includes the following sections (but do add your own unique benefits and perks):

- **Employee health.** This could be anything from private health insurance to gym membership to [wellness programs](#). Also, insert explanations of relevant laws like the FMLA and COBRA.
- **Workers’ compensation.** Outline the process employees should follow if injured at work and which benefits you’ll offer. Modify our template based on applicable laws in your area.
- **Work from home.** The ability to [work from home](#) is a benefit with increasing popularity. State how employees can ask for remote working and what rules they should follow (for example, cyber security at home). Also, outline rules for permanently remote workers.
- **Employee expenses.** Mention which work-related expenses you’ll cover and what the process of claiming reimbursement is.
- **Company car.** If you offer company cars as a benefit, make sure to inform employees how you expect them to behave when using the car and which expenses you’ll compensate (e.g. gas and tolls.)
- **Parking.** Similarly to the company car benefit, if you offer free parking at the office, inform employees how to manage their allocated space. If you have a limited number of parking spaces to give out, outline the criteria you use to allocate these spaces.
- **Company-issued equipment.** If you give equipment to employees (like phones, laptops etc.), inform them how they should take care of it. Also, mention what happens when that equipment is stolen or damaged.

Related: [Employee benefits: A guide on common and best benefits](#)

## Working Hours, PTO and Vacation

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This is one of the sections employees will care about the most. When joining your company, they want to learn how they can divide their time between work and leisure or out-of-work responsibilities.

Draft your own relevant policies by using our [easy-to-modify template](#) containing these sections:

- **Working hours and Paid time off (PTO).** Mention your companywide working hours and any exceptions. Then, state the number of paid days off you provide employees and explain the process to request PTO.
- **Holidays.** List all holidays your company observes and explain how you'll compensate them if employees need to work on these days.
- **Sick leave.** Outline what the law obliges you to offer employees and add any extra sick leave benefits you've decided to offer. You could include both the definitions of short-term and long-term illness.
- **Bereavement leave.** Give a few days of bereavement leave to employees who lose a loved one -- this is a compassionate perk that can help you establish trusting relationships with employees.
- **Jury duty and voting.** Describe the law regarding leave for these civic duties and what documents employees might need to bring.
- **Parental leave.** This can include paternity and maternity leave mandated by law or company-sponsored for employees who have or adopt a baby. You could also include benefits regarding parental allowances, like a few hours off to attend school meetings.

## Employee Resignation and Termination

If something doesn't work out, employees need to have an idea of how their employment relationship with your company will end. Especially if there's a disciplinary process involved.

We created a ["Leaving our company" template](#) to address relevant issues. Here's an outline of the contents:

- **Progressive discipline.** Go over the steps of your progressive discipline process and how you expect managers to handle it.
- **Resignation.** In cases when an employee resigns, they need to know what their notice period ought to be as well as the resignation process. This is also a good opportunity to address issues like tuition or relocation reimbursement and to expressly prohibit forced resignation.
- **Termination.** Specify applicable laws and your own internal process of [terminating employees](#). Mention the conditions of providing severance pay and how you'll compensate remaining vacation and sick leave.
- **References.** Add a small comment about giving references to employees who resigned or were terminated. For example, if an employee was terminated for cause, you have the right to refuse to provide them with references.

## Conclusion

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You can use the conclusion to provide notice about future revisions and ask employees to acknowledge they read the handbook. Here's [our template to do that](#).

Close your employee handbook on a positive note though. Reiterate how happy you are that an employee is now working with you and welcome them on your team. Look at [employee handbook examples](#) for inspiration, but make sure you write in your own company's tone and voice.

Download the [employee handbook pdf and start building yours!](#)



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**PUT YOUR SITE LOGO HERE – DON'T FORGET TO INCLUDE YOUR LOGO 😊**

**SITE NAME**

Parent Handbook



## **Overview of Programming**

### **Welcome to **SITE NAME!****

We are so excited that you are joining us as we work towards improving the future for all children at **YOUR SITE**. This Parent Handbook can be used as guide to understanding how our site, community, home partnership can make our kids succeed in school and in life. Thank you for sharing your children with us!

### **Contact Info**

#### **SITE INFO**

### **How do I enroll my child in programming? What's up with all this paperwork?**

All families will be asked to complete an enrollment packet one time every year that will collect basic information like contact info, some basic demographic info, and signatures giving us permission to access the following information: **OR WHATEVER YOUR SITE COLLECTS (SEE EXAMPLES BELOW)**

- Attendance
- Access to school grades (ex. Power School or Infinite Campus)
- FAST Scores
- Iowa Assessment Data
- Attendance
- Office referrals

**YOUR SITE** tracks all this data because **INSERT REASON FOR TRACKING DATA- IS IT A GRANT? INTERNAL USE?** We ask that parents give permission for us to take and use photos, video, etc. When stories are shared, we use different names to protect the privacy of those involved.

### **What will my child get to do in this program?**

#### **Daily Operations and Schedule:**

#### **INSERT PROGRAM SCHEDULE**

**Activities and Programs:** While with us, your child will get to be involved with so many interesting enrichments and activities. These opportunities are based on the interest of the kids attending as well as their area of need. A few examples of these include:

#### **INSERT YOUR OFFERINGS HERE**

### **What is expected of me and my child?**



[Click Here to Download Template](#)

**Attendance Expectations:** **SAMPLE LANGUAGE/INSERT YOUR OWN** When your child participates in daily programming, their worlds are opened to so many different opportunities! Regular attendance means that your child is gaining so many good things that can benefit them both now and later in life. It is expected that when you enroll your child in programming that they attend daily. Clearly there are exceptions to this rule – for example, when your child is sick. Communicating with staff is very important. If you have a worry or concern, please talk to your site coordinator about it. If your child does not attend daily and the reason is not excused, then your family may lose their spot in the program and the next family on the waiting list will have an opportunity to join.

**General Rules and Procedures**

- **INSERT YOUR RULES HERE**
- **Examples could include pickup or drop off, illness, walking home, transportation, updating contact information, cell phone use, allergies, photo releases, etc.**

**Is there a cost to be a part of this?**

- **INSERT YOUR FEE INFORMATION HERE**





## PARENT HANDBOOK ACKNOWLEDGEMENT

**INSERT YOUR LOGO HERE**

I, \_\_\_\_\_, have received and read the  
**Print Name**

**YOUR SITE** Parent Handbook. I have had the opportunity to ask any questions I have regarding the contents of the handbook.

\_\_\_\_\_  
**Signature of Parent**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature of Staff**

\_\_\_\_\_  
**Date**



[Click Here to Download Template](#)

# Volunteer Handbook

**INSERT YOUR LOGO HERE!**



## Table of Contents – INSERT PAGE NUMBERS

Welcome Letter .....

Mission Statement .....

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    Problem Solving Procedure .....

    Attendance and Absenteeism .....

    Ending Volunteer Service .....

    Disciplinary Practices and Dismissal .....



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Download Template

## Welcome from our **TITLE (EX. EXECUTIVE DIRECTOR, PRINCIPAL, SITE COORDINATOR, ETC.)**

It is a pleasure to welcome you as a volunteer of **YOUR SITE**! I hope you will receive a sense of personal satisfaction and achievement from your work with a collaboration dedicated to changing our community one child and one family at a time. **YOUR SITE** is truly an exciting collaboration to be a part of. You will have the opportunity to serve children in need and provide the tools they need to become productive, successful citizens.

**STAFF NAME**  
**STAFF TITLE**

### **Our Mission**

INSERT YOUR MISSION

### **History**

INSERT YOUR HISTORY

### **Staff Members**

INSERT YOUR STAFF MEMBERS

### **Hours of Operation**

INSERT YOUR HOURS OF OPERATION

### **Holidays**

INSERT YOUR RESPONSE TO HOLIDAYS THAT YOU ARE CLOSED

### **Volunteer Vision**

INSERT IF YOU HAVE ONE

### **Volunteer Philosophy**

INSERT IF YOU HAVE ONE

### **Volunteer-Staff Connections**

The **STAFF TITLE** oversees all volunteer involvement at **YOUR SITE**. Please feel free to email or call with any questions or concerns that you may have during your tenure as a prospective, active, or inactive volunteer:

**CONTACT INFO**



**IF APPLICABLE:** Volunteers may have a secondary contact depending on the position obtained. Information for the correct secondary contact will be provided when role is established within the agency.

**Parking**

INSERT YOUR PARKING INSTRUCTIONS.

**Volunteer Policies and Procedures**

**Equal Opportunity**

INSERT YOUR EO STATEMENT

**Confidentiality**

INSERT YOUR CONFIDENTIALITY STATEMENT

**Harassment**

INSERT YOUR HARRASSMENT STATEMENT INCLUDING WHAT A VOLUNTEER SHOULD DO IF THEY FEEL THEY HAVE BEEN HARASSED.

**Child Abuse Reporting**

INSERT YOUR POLICY AND PROCEDURE HERE.

**Code of Ethics**

INSERT YOUR CODE OF ETHICS

**Gifts and Gratuities**

THIS IS A POLICY STATEMENT THAT OFTEN GOES OVERLOOKED BUT MAY COME UP SO IT'S BEST TO PUT POLICY HERE.

**Orientation and Ongoing Training**

WHAT DOES YOUR TRAINING PROCEDURE LOOK LIKE?

**Volunteer Personnel Files**

WHO KEEPS THE VOLUNTEER FILES? HOW ARE THEY KEPT? HOW LONG ARE THEY KEPT?



## **Inclement Weather and Safety**

INSERT YOUR POLICY REGARDING WEATHER AND SAFETY – IT'S IMPORTANT TO DISCUSS SAFETY PLANS WITH A VOLUNTEER SO THEY KNOW WHAT ROLE TO PLAY IN EACH SAFETY SITUATION.

## **Cell Phone Usage and Photography**

WHAT IS YOUR POLICY ABOUT USE OF PHONES? TAKING PICTURES?

## **Smoking**

INSERT YOUR POLICY HERE.

## **Substance Abuse**

INSERT YOUR POLICY HERE.

## **Solicitation and Distribution**

INSERT YOUR POLICY HERE.

## **Dress and Appearance**

INSERT YOUR POLICY HERE.

## **Problem-Solving Procedure**

INSERT YOUR GRIEVANCE POLICY AND PROCEDURE HERE AS WELL AS STEP BY STEP OF WHAT THEY SHOULD DO IN A SITUATION AS SUCH.

## **Attendance and Absenteeism**

WHAT IS EXPECTED OF YOUR VOLUNTEERS? WHAT SHOULD THEY DO IF THEY ARE GOING TO BE LATE/ABSENT?

## **Ending Your Volunteer Service**

WHEN A VOLUNTEER LEAVES IT CAN MEAN A GAP IN SERVICE. HOW DO YOU WANT TO HANDLE THIS?

## **Disciplinary Practices and Dismissal**

SADLY YOU MIGHT HAVE TO DISCIPLINE A VOLUNTEER, WHAT WILL THAT LOOK LIKE?





**INSERT YOUR LOGO HERE**

## VOLUNTEER HANDBOOK ACKNOWLEDGEMENT

I, \_\_\_\_\_, have received and read the  
**Print Name**

**YOUR SITE** Volunteer Handbook. I have had the opportunity to ask any questions I  
have regarding the contents of the handbook.

\_\_\_\_\_  
**Signature of Volunteer**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature of Staff**

\_\_\_\_\_  
**Date**



# Data Tracking Packet

## Sample Program Registration Form

### Participant Information

Participant Name		Male <input type="checkbox"/>	Female <input type="checkbox"/>
Grade			
Home Address		City	
Parent/Guardian Name			
Cell	Home	Email	

### Emergency Contacts

Name	Relationship	Phone
Name	Relationship	Phone
Name	Relationship	Phone

### Medical Information

Any known allergies/medical problems? Yes <input type="checkbox"/> No <input type="checkbox"/>	List:
<b>Emergency Medical Release</b>  <i>If emergency care is necessary and I cannot be contacted, I authorize the _____ program to act on my behalf. I hereby grant the _____ program permission to have my child receive emergency medical attention.</i>	
Parent/Guardian Signature	Date





# Data Tracking Packet

## Transportation

Notes:	Drop Off/Pick Up <input type="checkbox"/>	Walk <input type="checkbox"/>
	By whom? _____	With whom? _____
	Relationship? _____	Relationship? _____
People authorized to pick up: <i>Adults will be asked to show ID.</i>		

## Policy Agreement

<p><b>Behavior</b></p> <p>Students are expected to follow the behavioral expectations set by _____ (program name). If student(s) cannot follow these behavioral guidelines, the program will contact their parents and may ask the student(s) to leave the _____ program for the remainder of the day. Repeated or severe violations of the behavioral expectations may result in the student not being able to participate in the _____ program.</p> <p><b>Attendance and Pick Up</b></p> <p>Students are expected to attend each program session. If a student is absent more than _____ sessions, the student <i>may</i> be asked to withdraw from the program. Children must be picked up by their parent or legal guardian no later than _____ p.m. The program leaders must be notified if someone other than a parent or guardian will pick up their child. Identification will be requested by the staff member on duty. The adult who picks up will be required to sign the child out for the day.</p> <p style="text-align: center;"><b><i>I have read and agree to the above behavioral and attendance policies.</i></b></p>	
Parent/Guardian Signature	Date





# Data Tracking Packet

## Field Trip Permission

Your child may be invited on a field trip as part of the \_\_\_\_\_ program. Before a field trip, you will receive detailed information about the proposed excursion. By signing below, you give the \_\_\_\_\_ program permission to transport your child to and from any field trip opportunity.

Parent/Guardian Signature	Date
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## Authorization to Produce and Use Audiovisual Materials

I hereby voluntarily and without compensation authorize the \_\_\_\_\_ program to produce photographs, movies, videotapes, DVDs, and audiotapes of the student named below. The images may appear online on the program’s website or social media pages. This authorization is given on the condition that the material taken or produced will be used for community education or program promotion. I understand that the \_\_\_\_\_ program and its employees will not use the materials for compensation. I understand that this grant of permission shall only be revoked by written instrument delivered to the site coordinator of the \_\_\_\_\_ program prior to the release of any material. This consent shall remain in effect unless revoked.

Student Name	Parent/Guardian Name
Date	Signature

