



## You Can Begin Again/You Can Begin Again Too Inc.

P.O. Box 472823., Aurora, CO 80047 • <http://youcanbeginagain.org>

### Mission Statement

You Can Begin Again/ You Can Begin Again Too Inc., is a faith-based home that focuses on faith, love, and respect, You Can Begin Again, and You Can Begin Again Too Inc. seek to reach young women, 18-25, who lack family, family support, educational preparation, financial resources, or who are young mothers without adequate education, training, or a combination of barriers that prevents them from leading productive, disciplined lives as adults.

YCBA/YCBAT is a safe haven that helps participants build self-esteem; identify and reach educational goals; acquire job preparation skills; embrace principles, values. Our hope is to motivate individuals not only to become viable members of a community and, in turn, participants will resolve to help others. Participation in the two-year program will facilitate the journey to self-sufficiency and success.

### What We Do

- 1. We** provide participants with affordable, safe housing in an apartment setting where they will be expected to master transitional living skills, as a result of the range of interventions offered by You Can Begin Again/ You Can Begin Again Too, Inc.
- 2. We** equip participants with specific skills, values, and competencies that result in employment in high growth, high income industries.
- 3. We** place focus on enabling participants to meet basic survival needs as they explore options and opportunities to improve their lives.
- 4. We** guide participants in developing "Individualized Growth Plans" that identify measurable outcomes for educational, interpersonal, and rewarding community involvement.
- 5. We** facilitate changes in the lives of participants so that they may live lives of independence and interdependence.
- 6. In** the spirit of "each one help one; each one teach one," we have designed a research and evaluation component to widely disseminate "Lessons Learned" and "Paths Forward" that may be replicated among other at-risk youth programs.

## **About You Can Begin Again/You Can Begin Again Too Board of Directors**

The Board of Directors meets quarterly (April, July, October, and January) to make decisions regarding programming, membership, and business operations. Board elections take place in October for two-year terms beginning in January. Board members may be elected at any time during the fiscal year at the discretion of the Board. Materials in this packet include: Board & Team Descriptions, one-page Application Form, Board Commitment, Goals & Objectives, and Recent Financials

Board members are asked to commit to sharing talents with YCBA/YCBAT and recognize that YCBA/YCBAT also shares responsibility for facilitating board member participation. Each board member is also asked to contribute financially (minimum of \$300.00 annually which equals our Partners for Progress contributions).

### **The Board consists of:**

- **Officers:** Officers include Co-Chairs, Treasurer, Secretary and Executive Director to compose the Executive Team.
- **Board Members:** Other members contribute specific talents, serve on Teams, and/or act as designated liaisons with other organizations.
- **Team Liaisons:** Liaisons serve as co-chairs of teams and liaisons between each Team and the board. These 'teams' meet to create programs, craft documents and plans, make decisions and facilitate activities. Teams include: Case Management; Grant Writing; Fundraising; Membership (Partners for Progress); Marketing; Program Coordinator; and Policy & Procedure Development.

**Board and Team positions are described in more detail on the following pages.**

## **You Can Begin Again/ You Can Begin Again Too Board Position Descriptions**

*The governing body of YCBA/YCBAT is the Board of Directors, who establishes policy and directs the activities of the organization and Teams. Members govern the overall direction of YCBA/YCBAT and provide input and resources to the organization's programs. Participation in a leadership role offers a chance to be a key player in shaping YCBA/YCBAT's future and to gain practical leadership experience, along with developing a network of professional contacts.*

The Board reviews and makes recommendations regarding Team activities, approves policies, and makes decisions regarding organizational finances. Board members serve as officers, Team co-chairs or appointed representatives. Members are elected each December to serve two-year terms beginning in January, with a limit of two terms. The Board meets quarterly and requires a time commitment of six hours monthly.

### **Board Members are expected to:**

- Make a financial contribution to the organization
- Attend meetings
- Provide input to operations
- Work on at least one team
- As able, participate in events, and fundraising efforts
- Promote YCBA/YCBAT to colleagues and community.

**Board Member Qualifications:**

- time availability (estimated six hours monthly, ten for officers)
- compassion for at-risk young women
- ability to contribute to development of YCBA/YCBAT
- current or past experience with young adults

Board members are responsible for the financial success of the organization, including funds from contributions, grants and Partners for Progress.

**Team Liaison Positions**

The board is composed of Officers and members who serve as Team Liaisons for, Case Management, Resource Development, Marketing, Membership (Partners for Progress and Project 3000), Program Coordinator, and Policy & Procedure Development. Board members elected to liaison positions are expected to serve with a volunteer co-chair to manage the Team during their term.

**Officers of the Board of Directors**

Officers serve a term of two years for up to two consecutive terms, as elected by the Board at its annual meeting. Officers (Chair, Secretary, and Treasurer) also serve as members of the Executive Team to provide input and support to the Chair regarding board development, organizational planning and financial management. The Executive Team/officers will act on behalf of the board in certain situations or as delegated by the board. Time required is estimated at ten hours per month.

**Officer Qualifications:**

- Ability to devote approximately ten hours monthly to service as an officer.
- Maintains a commitment to YCBA/YCBAT and its values as well as an understanding of its objectives, organization and services.
- Ability to articulate ideas and contribute to the organization's management systems and planning.

Officers should have some of the following qualities: organization, flexibility, dependability, leadership, good communication skills, focused, experienced public speaker and/or meeting facilitator.

**Treasurer Position:** *The Treasurer shall provide oversight to the fiscal operations of the organization, including recommending procedures, regular financial statements and guiding the development of the annual budget, in conjunction with fiscal agent.*

- Develops & monitors financial processes, including establishing procedures and any necessary accounts.
- Reviews financial reports and year-end financial statements.
- Presents financial report at board meetings.
- Present to board annual budget for approval.
- Works with fiscal agent to approve checks & invoices and enters into contracts.
- Provides future funding and sources information.
- Ensures board is trained on fiscal oversight and financial statements.
- Approves correspondence and reports related to financial matters.
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**Secretary Position:** *The secretary shall document the actions and policies of the board, produce the minutes of board and executive Team meetings and ensure minutes are filed and distributed.*

- Assists chairs in development and distribution of meeting agenda
- Records board meeting minutes and actions taken at board and Executive Team meetings.
- Distributes written minutes to the board prior to next meeting.
- Maintains official record of approved minutes and resolutions.
- Certifies resolutions, signs and files reports and statements as required.

## Team Descriptions

Board member co-chairs are responsible for Team-board communications and monthly reporting. Team liaisons are responsible for sharing team management duties with a co-chair.

Time required for Team liaisons: 4 hours/month (in addition to regular board duties).

**Marketing Team:** *The Marketing Team is responsible for organizational communications. The goal is to raise awareness of YCBA/YCBAT, increase membership, and promote events.*

### Responsibilities:

- Develops prospect lists and pursues potential member agencies, community groups and partners
- Develops marketing materials to include presentations, electronic and web materials, print materials including newsletter and cultivates outreach opportunities
- Creates and implements a marketing plan
- Host events that roll out new initiatives or offer an opportunity for organizations to partner with the Network

### Qualities:

- Outgoing, Persuasive, Friendly, Enjoy talking with people
- Sales or marketing experience helpful
- Verbal and written communication skills to speak or write about the Network and give presentations to individuals or groups

**Membership Team:** *The Membership Team develops a plan to recruit and maintain membership.*

- Oversees management of membership database and extract relevant data.
- Develops strategies to promote organizational and individual membership.
- Conducts semi-annual recruitment drive.
- Recruits non-member attendees and listserv members.
- Tracks and thanks incoming memberships. Invites new members to join listserv.
- Invites new members to join listserv, tracks and thanks incoming memberships.
- Creates & manages member benefits, including networking, mentoring, or other informal learning opportunities.
- Sets, maintains and evaluates annual numerical goal for membership.

**Resource Development Team:** *The Resource Development Team assists in developing a plan to obtain funding.*

- Works with staff to research and submit funding requests.
- Creates and implements special events (silent auction, walk/run, dining)
- Explores opportunities to create joint fundraising events that benefit members
- Pursues corporate sponsors, private-sector and non-profit
- Coordinates with Marketing Team to sell ads and/or sponsorships

**Case Management Team:** *The Case Management Team provides ongoing support and expertise through comprehensive assessment, planning, implementation and overall evaluation of participant's individual progress.*

- Weekly meetings with participants of YCBA/YCBAT
- Insure participants are meeting goals and objectives
- Proper records kept and reported to Executive Director monthly
- Strength to guide and direct participants to reach their goals yet maintain a heart of compassion

**Program Coordination Team:** *The Program Coordination Team develops, implements and oversees life skills trainings for YCBA/YCBAT participants.*

- Design, implement, evaluate, and document programs effectiveness.
- Ensure that all program records (attendance, transportation, etc.) outcomes are documented and recorded into the database.
- Work with Resource Development team to obtain funding for programs, including writing grant proposals, researching funding opportunities, and fundraising through program events. Write reports & submit all documentation needed to funders;
- Manage transportation funds, monthly financial incentives for all training classes.
- Appoints a Point of Contact from the Team to arrange each event—speaker, content, location, logistics, meals, marketing, etc.

**Policy & Procedure Development Team:** *The Policy & Procedure development team identifies, and effectively writes policy and procedures to help insure the overall effectiveness of YCBA/YCBAT.*

- Review, write, and publish policy and procedure documents.
- Insure all policies and procedures are written clear, concise, and accurate to comprehend.
- Insure that all documentation is available, formatted and stored properly

# 2013 Profit & Loss

	<u>Jan - Dec</u> <u>13</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>40000 · Direct Public Support</b>	
40090 · Gifts In Kind-Mile High Rent	28,066.00
40000 · Direct Public Support - Other	<u>1,175.00</u>
<b>Total 40000 · Direct Public Support</b>	29,241.00
40010 · Partners for Progress	775.00
40020 · Board Member Contributions	3,589.13
40030 · Grants-Thomas Bean Foundation	1,000.00
40050 · Caring Connections	2,749.81
40060 · Mile High United Way	110.00
46400 · Other Types of Income	1,785.04
46405 · Short Term Loan	700.00
46410 · Participants Rent	730.95
46411 · Facility Manager Rent	2,600.00
46412 · Board Member Rent	<u>500.00</u>
<b>Total Income</b>	43,780.93
<b>Expense</b>	
<b>61000 · Business Expenses</b>	
61010 · Business Registration Fees	11.00
61015 · Bank Fees	110.00
61020 · Membership Dues/Fees	305.00
61080 · Household Items	<u>107.16</u>
<b>Total 61000 · Business Expenses</b>	533.16
61090 · Christmas Gifts	54.95
61091 · Misc. Expense	1,692.00
61092 · Short Term Loan Repayment	638.70
<b>62100 · Contract Services</b>	
62105 · Contracted Moving Services	549.18
62150 · Outside Contract Services	<u>2,049.00</u>
<b>Total 62100 · Contract Services</b>	2,598.18
<b>62800 · Facilities and Equipment</b>	
62820 · Office Equipment	220.00
62870 · Property Insurance	496.24
62890 · Rent, Parking, Utilities	<u>33,058.90</u>

<b>Total 62800 · Facilities and Equipment</b>	33,775.14
<b>65000 · Operations</b>	
65020 · Postage, Mailing Service	147.63
65030 · Printing and Copying	1.00
65040 · Supplies	297.79
65050 · Telephone, Telecommunications	98.81
65060 · Office Supplies	195.49
65070 · Vehicle/Maintenance Contract	564.09
65080 · Advertisement/Marketing	<u>835.99</u>
<b>Total 65000 · Operations</b>	2,140.80
<b>65100 · Other Types of Expenses</b>	
65120 · Insurance - Liability, D and O	<u>905.94</u>
<b>Total 65100 · Other Types of Expenses</b>	905.94
<b>68300 · Travel and Meetings</b>	
68310 · Conference, Convention, Meeting	352.47
68320 · Travel	453.68
68330 · Fuel	1,331.86
68300 · Travel and Meetings - Other	<u>12.70</u>
<b>Total 68300 · Travel and Meetings</b>	<u>2,150.71</u>
<b>Total Expense</b>	<u>44,489.58</u>
<b>Net Ordinary Income</b>	<u>-708.65</u>
<b>Net Income</b>	<u><u>-708.65</u></u>

# 2013 Balance Sheet

	<u>Dec 31,</u> <u>13</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
2 · US Bank	<u>769.08</u>
<b>Total Checking/Savings</b>	769.08
<b>Accounts Receivable</b>	
10001 · Accounts Receivables	<u>0.40</u>
<b>Total Accounts Receivable</b>	<u>0.40</u>
<b>Total Current Assets</b>	769.48
<b>Fixed Assets</b>	
10010 · Apartment Home Furniture	19,305.20
10020 · Office Furniture	3,200.00
10030 · Office Equipment	1,800.00
10040 · Household Items	<u>2,810.00</u>
<b>Total Fixed Assets</b>	<u>27,115.20</u>
<b>TOTAL ASSETS</b>	<b><u>27,884.68</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Equity</b>	
30000 · Opening Balance Equity	17,371.72
32000 · Unrestricted Net Assets	11,562.61
Net Income	<u>-1,049.65</u>
<b>Total Equity</b>	<u>27,884.68</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>27,884.68</u></b>



# You Can Begin Again/ You Can Begin Again Too

**Board Member**

Name (print): \_\_\_\_\_

## Contribution Form

*Board members contribute in many valuable ways – not only funds, but information, professional guidance, and in-kind resources. YCBA/YCBAT greatly values all the resources that you bring to the table. In accordance with our requirements, all board members are asked make the minimal personal cash donation, to signify that 100% of the board contributes and supports the organization before asking others.*

Each fiscal year (ends in December), my contribution toward the support of the organization will be:

1. Personal annual contribution  \$300  \$500  \$1000 or \$\_\_\_\_\_

*Please indicate:*

- Check enclosed (made payable to You Can Begin Again) \_\_\_\_\_
- Check(s) will be sent on the following date(s): \_\_\_\_\_
- Remind me on \_\_\_\_\_

2. Over the next year I also pledge to ask others to make contributions totaling \$\_\_\_\_\_

3. I will act as a board liaison to the following Teams or organizations:

- Fundraising Team
- Membership (Partner for Progress Team)
- Case Management Team
- Program Coordination Team
- Marketing Team
- Policy & Procedure Development Team \_\_\_\_\_
- Grant Writing Team: \_\_\_\_\_

4. So YCBA/YCBAT is amply supported, I can assist with outreach to the following foundations, corporations, organizations, or donors for funds or partnership:

\_\_\_\_\_  
\_\_\_\_\_

5. To reduce costs, I can provide in-kind resources or services [office supplies, data entry, professional services such as public relations, legal, or financial, etc.]:

\_\_\_\_\_  
\_\_\_\_\_

**You Can Begin Again/You Can Begin Again Too** Name (print): \_\_\_\_\_  
**Board of Understanding**

*As a board member of YCBA/YCBAT, I am fully committed to and dedicated to the mission, which I pledge to carry out to the best of my abilities. I understand that my duties and responsibilities include the following:*

1. I am fiscally responsible, along with other board members, for this organization. I will take an active part in reviewing, approving, and monitoring the budget and supporting the generation of revenue to continue our programs and growth.
2. I am legally responsible, along with other board members, for this organization. I will be knowledgeable of and oversee the implementation of policies and programs as described in the board manual and approved at meetings.
3. I accept the by-laws and understand that I am responsible for the health and well-being of this organization.
4. I will actively promote the organization, encourage and support its staff and work in concert with the board.
5. I will attend board meetings, be available for input via phone and email, and serve on at least one Team.
6. I have received a copy of and will follow board-approved policies, including that of conflict of interest, and notify the board of any conflicts. Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between the Organizations and your personal interests, financial or otherwise:

I have no known conflict of interest to report

I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*YCBA/YCBAT is also responsible to me, in support of these duties. I understand:*

- I will regularly receive financial reports, minutes, and other information to support my knowledge of the organization.
- I can call on staff and our fiscal agent to discuss programs, policies, goals, and objectives.
- Board members and staff will respond to the best of their ability to any questions I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# You Can Begin Again/You Can Begin Again Too Inc.

## Conflict of Interest Policy

### Part I: Objective

The objective of the conflict of interest policy is to protect the interests of You Can Begin Again/You Can Begin Again Too when contemplating a transaction or arrangement that might benefit the private interest of an officer or director of the organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### Part II: Definitions

1. **Interested Person** Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
  1. **Financial Interest** A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
    1. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
    2. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
    3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Part III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

### Part III: Procedures

1. **Duty to Disclose** In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
2. **Determining Whether a Conflict of Interest Exists** After disclosure of the financial interest and all material facts, and after any discussion with the interested person, s/he shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

### **1. Procedures for Addressing the Conflict of Interest**

1. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, s/he shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
2. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

### **2. Violations of the Conflicts of Interest Policy**

1. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an

opportunity to explain the alleged failure to disclose.

2. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### **Part IV: Records of Proceedings**

The minutes of the governing board and all committees with board delegated powers shall contain:

- a.  
The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b.  
The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### **Part V: Compensation**

- a.  
A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- b.  
A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- c.  
No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### **Part VI: Annual Statements**

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

### **Part VII: Periodic Reviews**

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining,
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

### **Part VIII: Use of Outside Experts**

When conducting the periodic reviews as provided for in Part VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

# You Can Begin Again/You Can Begin Again Too Board Conflict of Interest Disclosure Form

*Please sign and return with Board Contributions Form.*

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position (Board of Director, officer, committee member, employee, contractor and volunteer): \_\_\_\_\_

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between the Organizations and your personal interests, financial or otherwise:

\_\_\_\_\_ I have no known conflict of interest to report

\_\_\_\_\_ I have the following conflict(s) of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. \_\_\_\_\_

2. \_\_\_\_\_

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of YCBA/YCBAT, Inc.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# You Can Begin Again/You Can Begin Again Too

## Statement of Volunteer Interest

For board consideration, please return this form or an alternate statement of interest, along with your resume, to [ucanbeginagn@aol.com](mailto:ucanbeginagn@aol.com)

Name/Job Title: \_\_\_\_\_

Organization/Service Area: \_\_\_\_\_

Address: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Volunteering for what kind of role(s)? \_\_\_\_\_

I am applying for a board position

Reasons I'd like to volunteer with YCBA/YCBAT include: \_\_\_\_\_

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I'm hoping to learn the following from my experiences as an YCBA/YCBAT volunteer: \_\_\_\_\_

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I bring the following skills and talents to YCBA/YCBAT: \_\_\_\_\_

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My available time to commit to this role is: \_\_\_\_\_

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*Some times that I can or cannot meet are:* \_\_\_\_\_

\_\_\_\_\_

