



# JUNIOR LEAGUE OF SAN ANTONIO

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## GENERAL LEAGUE POLICIES

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# GENERAL LEAGUE POLICIES

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These JLSA General League Policies, ("Policies"), shall be the procedures and regulations in harmony with the Bylaws, which implement and clarify the Bylaws. Any word or phrase defined in either the Bylaws or the Policies, shall have the same definition for both the Bylaws and the Policies.

## I. DEFINITIONS

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1. Active Member - Members who have completed the New Member Program as well as Transfer Actives who have completed the Transfer Program, and justify active membership by demonstrating volunteer service to their community and the JLSA.
2. Admissions Chair - the Member who is responsible for admitting Potential Members into the JLSA New Member Program.
3. Community Advisory Board (CAB) - 15 - 23 members mostly from the community who serve as advisors to the JLSA.
4. Admissions Committee - coordinates, develops, evaluates, and maintains the JLSA admissions program.
5. AJLI - the Association of Junior Leagues International, Inc.
6. Annual Meeting - the May General Meeting of the JLSA.
7. Appointed Jobs Committee - fills all appointed jobs for the subsequent JLSA year.
8. Assistant to the President - assists the President with JLSA business.
9. Bid Specification Sheet - the form required in order to obtain bids under the Bid Solicitation Policy.
10. Board of Directors - the Board of Directors of the JLSA.
11. Board Member at Large - member of the Board of Directors who is elected by the General Membership.
12. Board Secretary - maintains the records of meetings of the Board of Directors, the Executive Committee and the General Meetings.
13. Building Fund - the fund used for maintenance and repairs to the JLSA owned and leased property.
14. Bylaws Chair - a non-voting member of the Board of Directors who is appointed by the President, who oversees and maintains the governing documents of the JLSA.
15. Cluster - small groups of New Members and one Mentor.
16. Cluster Meeting(s) - meetings of small groups of New Members facilitated by a Mentor.
17. Council(s) - council(s) of the JLSA.
18. Council Vice President(s) - the vice president(s) of each council(s).
19. Council Vice President(s)-Elect - the elect position for each council(s) vice president that will service as council vice president in the subsequent league year. The following councils will have a vice president-elect position: Community Council, Communications Council, Fund Development Council, Membership Development Council, and Research & Development Council.
20. Community Council - coordinates, develops, evaluates, and maintains the JLSA community program.
21. Community Council Vice President - oversees the activities of the Community Council.
22. Community Awareness Training (CAT)- shifts required in the New Member and Transfer Programs that provide the opportunity for the Members to learn about the San Antonio community, in order to give them a better appreciation for the needs of the community and make them better volunteers.
23. Communications Council - coordinates the overall internal and external communications plan for the JLSA.
24. Communications Council Vice President - oversees the activities of the Communications Council.
25. Conference Delegate - those Members who attend conferences on behalf of the JLSA.
26. Corresponding Secretary - the Member who monitors member status change correspondence and creates a monthly summary report.
27. Corresponding Secretary's Report - the monthly summary report of the Membership.
28. Elite Active Status - An Active Member who has completed seven (7) years or more of active service and one (1) year of New Member service.
29. Emeritus Member - Sustaining Members who have reached the age of 80.
30. Executive Committee - all of the JLSA Officers.
31. Executive Director - oversees the administration, finances, programs, and strategic plan of the Junior League of San Antonio (JLSA) in accordance with the policies and goals established by the Board of Directors.
32. Finance Committee - reviews Profit and Loss Statements; reviews Balance Sheets; reviews Land, Building and Equipment Fund; is responsible for JLSA investments; oversees development of Land, Building and Equipment Plan and oversees maintenance of all JLSA properties and assets; approves the budget for presentation to the Board of Directors; approves changes to the Budget.
33. Finance Committee Chair - the Treasurer, oversees the activities of the Finance Committee.

34. Financial Fundraising Commitment – a monetary contribution to the JLSA by the Members in order to help support the fundraising efforts of the JLSA.
35. Flexible Option Placement – optional Community Placement for Preferred and Elite Active Members that reduces the number of Placement hours from 45 hours to 35 hours.
36. Fund Development Council – coordinates, develops, evaluates, and maintains all fundraising activities for the JLSA.
37. Fund Development Vice President – oversees the activities of the Fund Development Council.
38. General League Policies – the procedures and regulations to be read in harmony with the Bylaws, which implement and clarify the Bylaws.
39. General Member(s)[hip] – all classes of Membership.
40. General Meeting(s) – Meetings of the General Members of the JLSA.
41. General Meeting Credit(s) – credits earned by Members for attending General Meetings.
42. Good Standing – Member who fulfills and remains current in all Membership responsibilities, including financial obligations, meeting attendance requirements and Placement and fundraising duties.
43. Inter-League – a privilege of membership that is granted to New Members, Active Members, and Sustaining Members, who will be residing temporarily in the area of another Junior League, and who formally request for the privilege.
44. JLSA – the Junior League of San Antonio, Inc.
45. JLSA Headquarters – 100 N.E. Loop 410, Suite 101, San Antonio, TX 78216.
46. JLSA Websites – all websites owned and operated by the Junior League of San Antonio, Inc., including: [www.jlsa.org](http://www.jlsa.org)
47. Large Clusters – meetings of the entire New Member class.
48. Members(hip) – all classes of membership, including Sustaining Members.
49. Membership Acceptance Agreement – form that must be signed by all potential members who wish to enter and agree to complete the New Member Program.
50. Mission Credit(s) – a requirement of Membership in which a Member must work a shift and/or attend an event that is a designated opportunity offered to JLSA members that focuses on promoting voluntarism, developing the potential of women, and/or improving our communities.
51. Membership Development Council – coordinates the activities of the committees that train, orient, accept, and enhance the development of all members.
52. Membership Development Vice President – oversees the activities of the Membership Development Council.
53. New Actives Program – a program designed to help new Active Members integrate into Active Membership.
54. New Member(s) – Members who are recently engaged in training established by the JLSA, to prepare them for effective community and JLSA involvement.
55. New Member Committee – the committee that oversees the New Member Program.
56. New Member Program – training established by the JLSA to equip New Members for Active Membership.
57. New Member Program Acceptance Agreement – form that each New Member is required to sign at the beginning of the New Member Program.
58. New Member Reception – the once yearly orientation event for Prospective Members that signifies the beginning of the New Member Program.
59. New Member Transfer – New Members who transfer into the JLSA from another Junior League.
60. Nominating Committee – prepares the slate of candidates for election to elective positions within the JLSA.
61. Nominating Committee Chair – oversees the activities of the Nominating Committee.
62. Officer(s) – current President, President-Elect, Board Secretary, Treasurer, Vice President of Community, and Vice President of Membership Development.
63. Non-Resident – a privilege of Membership that is granted to Active Members and Sustaining Members, who are living at a distance from the JLSA, and who formally request for the privilege.
64. Non-resident Prospective Member – a Prospective Member wishing to participate in a Junior League in the area in which she lives that is outside the JLSA area.
65. Planning Council – coordinates, develops, evaluates, and maintains the strategic plan of the JLSA.
66. Vice President of Planning – oversees the activities of the Planning Council.
67. Placement – a member's assigned committee to fulfill the majority of her volunteer hours during the league year. Includes community outreach activities, in-league leadership roles, and elected positions.
68. Placement Catalog – a document that outlines the responsibilities for each position, with placed positions entailing a minimum 45-hour commitment.
69. Placement Committee – coordinates, develops, evaluates, and maintains the placement process of the JLSA.
70. Placement Registration – online registration where each member lists her Placement preferences for the following JLSA year.
71. Placement Showcase – event designed to showcase the different Placement opportunities for the General Members.
72. Policies – the JLSA General League Policies.
73. President – the executive officer of the JLSA.
74. President-Elect – the slated executive officer of the JLSA for the coming fiscal year.

75. Preferred Active Status - An Active Member who has completed four (4) years or more of active service and one (1) year of New Member service.
76. Prospective Member(s) - A person who is being considered for admittance into New Member membership.
77. Property Management Committee - coordinates, develops, evaluates, and maintains all of the real property of the JLSA.
78. Prospective Non-Resident - A Prospective Member wishing to participate in a Junior League in the area in which she lives may be sponsored into JLSA in order to transfer to her area Junior League.
79. Public Relations - the actions of the JLSA that promote goodwill with the public.
80. Quota Donation - a requirement of Membership in which Members must donate gently used goods to a partnering agency.
81. Research and Development Council - coordinates, develops, evaluates, and maintains all of the external community and internal research of the JLSA.
82. Research and Development Council Vice President - oversees the activities of the Research and Development Council.
83. SA Works - program where JLSA volunteers take part in projects with other non-profits that are done in a day.
84. Signature Project - a community project put on by the JLSA that addresses a current need in the community.
85. Slate of Officers - the list of Members who are candidates for office for the next JLSA year.
86. Standing Committees - committees whose activities are permanent in the program of the JLSA.
87. Sustaining Advisor - a Sustaining Member who serves on the Council or committee in an advisory fashion.
88. Sustainer(s) - Members who have fulfilled the Active Membership requirements, as defined by the JLSA ,and who continue to support the JLSA and the San Antonio community.
89. Sustainer Fundraiser - a fundraiser organized and executed by the Sustaining Members.
90. Sustainer Engagement Chair - the Member who acts as the liaison between the Sustaining Members and the Active Members.
91. Sustainer Leadership Board - 8-10 members from the Sustainer membership who serve as a communication conduit between Sustainers and JLSA Board of Directors.
92. Sustaining Member(s) - Members who have fulfilled the Active Membership requirements, as defined by the JLSA, and who continue to support the JLSA and the San Antonio community.
93. Transfer Member - Active Members of another Junior League who move to the JLSA area and transfer into the JLSA.
94. Transfer Program - training established by the JLSA to equip Transfer Members for Active Membership.
95. Transfer Chair - oversees the activities of the Transfers and manages the Transfer Program.
96. Transition Meeting - a meeting between the current volunteer in a particular placement and her successor.
97. Treasurer - the Chief Financial Officer and custodian of the funds of the JLSA.
98. Treasurer-Elect - the slated Treasurer of the JLSA for the coming fiscal year.
99. Vice Chair of Placement - oversees the activities of the Placement Committee.
100. Volunteer Extraordinaire - an award given to the Sustaining Member who has excelled in her volunteer efforts in the community.
101. Website Manager - a member who manages the content and creative direction of the JLSA Websites.

## II. ADMISSIONS

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- A. Admission to New Member Program
  1. A Prospective Member shall attend the Prospective Member Invitation Reception/Orientation.
  2. A Prospective Member accepting admittance into the New Member Program shall agree to the New Member Program Acceptance Agreement, therein agreeing to complete all the requirements of the New Member Program.
  3. Any Prospective Member who does not reply to her invitation shall be considered as having declined.
  4. No Prospective Member who has declined her invitation to join the JLSA shall be subsequently admitted without applying again for Membership.

## III. OBLIGATIONS

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- A. Obligations by Membership Status
  1. Obligations of New Members
    - a. New members must attend the following:
      - i. One Super Saturday, offered on two alternative dates,
      - ii. Four Small Cluster Meetings with mentors (multiple meetings offered),
      - iii. Three Large Cluster meetings,
      - iv. Three Community Awareness Training events (multiple meetings offered),

- v. Must attend a minimum of four General Meetings by April 15th. A total of five JLSA General Meetings must be attended by May 31,
- vi. Placement Showcase.
- b. New members must also:
  - i. Complete 21 hours of SA Works,
  - ii. Complete three (3) Mission Credit Hours,
  - iii. Fulfill Donation Quota by due date (New Members not meeting this deadline will be dropped immediately from Membership),
  - iv. Participate in New Member Community Project,
  - v. Complete Placement Signup,
  - vi. Submit full payment of dues and financial obligations,
  - vii. Complete Annual Member Survey by May 15th,
  - viii. Complete a New Member Fundraiser Project.
- c. All requirements must be fulfilled by April 15th unless otherwise noted.
- d. New Members are not allowed to pay out any of their obligations and/or requirements. Only Active Members are given this privilege.
- e. All shift sign-ups will be available online. The contact person for each shift will be listed on the confirmation email received during shift sign-up. Once the online sign-up has closed, a New Member will be unable to drop the shift online and thus must be excused by the contact person PRIOR to the missed shifts.
  - i. Unexcused absences or no call/no shows will result in a monetary penalty of \$25 fine per occurrence, per JLSA policies III. Obligations I. Unexcused Absence Policy, aka "No Call/No Show." The Membership Development Council may make exceptions in cases of true emergencies where prior arrangements cannot be made.
- f. Any New Member Transfers who transfer into the JLSA after February 28<sup>th</sup> are required to wait until June 1st to begin the New Member Program.
- g. Any new member that transfers into the Junior League of San Antonio can apply the following scale to their obligations. The obligations not covered in the sliding scale shall remain the same and will need to be completed by April 15th unless otherwise noted.

SA Works:

Transfer month	June-Aug	Sept-Dec	Jan- Feb
Number of hours	21	16	11

Small Clusters:

Transfer month	Jun-Sep	Oct	Nov	Dec	Jan
Number of meetings	4	3	2	2	1

General Meetings:

Transfer month	Jun-Oct	Nov	Dec	Jan	Feb
Number of meetings	5	4	3	3	2

Large Clusters:

Transfer month	June-Sept	Oct-Dec	Jan- Feb
Number of meetings	3	2	1

Community Awareness:

Transfer month	Jun-Sept	Oct-Dec	Jan- Feb
Number of hours	3	2	1

2. Obligations of Transfer Members

- a. Full payment of dues and financial obligations,
  - i. Transfer members have the option to buy out their SA Works, transfer credits, and transfer meeting obligations. Buyout options include \$10 per SA Works hour, and \$25 per transfer credit and transfer program meeting.
- b. Attend Transfer Program meetings with Transfer Chair(s):

Transfer month	Jun-Oct	Nov	Dec	Jan	Feb
Number of meetings	5	4	3	3	2

- c. Attend Monthly JLSA General Membership Meetings (GMMs) based on status and the below sliding scale:

Transfer month	June-Oct	Nov	Dec- Jan	Feb
Active	5	4	3	2
Active Preferred	3	3	3	2
Active Elite	2	2	2	2

- d. Attend Mission Credit Hours and Community Awareness Training (CATs) based on the below sliding scale:

Transfer month	Jun-Nov	Dec - Jan	Feb
Mission Credit Hours			
Transfer Resident	3	2	1
Transfer Preferred	2	2	1
Transfer Elite	1	1	1

CATs	2	2	1

- e. Complete SA Works hours based on the below sliding scale:

Transfer month	Jun-Aug	Sep-Nov	Dec-Feb
Number of hours	16	12	8

- f. Complete Financial Fundraising Commitment,  
 g. Attend Placement Showcase,  
 h. Complete JLSA Annual Member survey.  
 i. If a Transfer does not complete her transfer course, she has the option of repeating her transfer course instead of being dropped from membership. If a Transfer chooses this option, all obligations except for dues will be waived for the current year. Transfer courses must be repeated in full the following year.  
 j. Any Transferring Member who transfers into the JLSA after February 28 of the current year is required to wait to begin the Transfer Program until June 1.

### 3. Obligations of Active Members by Status

- a. Active Members:
- i. Full payment of dues,
  - ii. Five (5) General Meeting Credits,
  - iii. Placement,
  - iv. Placement Registration,
  - v. Five (5) Mission Credit Hours,
  - vi. Quota Donation,
  - vii. Financial Fundraising Commitment,
  - viii. Complete JLSA Annual Member Survey.
- b. Preferred Active Member Status: An Active Member who has completed four (4) years or more of active service and one (1) year of New Member service will automatically be granted a status of Preferred Active. Preferred Active Members are granted preferential treatment over other Active Members for their Placement choice of placed positions, providing the Placement request is received at the time of Placement Registration.
- i. Full payment of dues,
  - ii. Three (3) General Meeting Credits,
  - iii. Regular Placement OR 35-hour Flexible Option Placement option as outlined in the Placement Catalog,
  - iv. Placement Registration,
  - v. Four (4) Mission Credit Hours,
  - vi. Quota Donation,
  - vii. Financial Fundraising Commitment,
  - viii. Complete JLSA Annual Member Survey.
- c. Elite Active Member Status: An Active Member who has completed seven (7) years or more of Active Member service and one (1) year of New Member service will automatically be granted a status of Elite Active. Elite Active Members are



granted preferential treatment over other Active Members for their Placement choice of placed positions, providing the Placement request is received at the time of Placement Registration.

- i. Full payment of dues,
  - ii. Two (2) General Meeting Credits,
  - iii. Regular Placement OR 35-hour Flexible Option Placement option as outlined in the Placement Brochure,
  - iv. Placement Registration,
  - v. Three (3) Mission Credit Hours,
  - vi. Quota Donation,
  - vii. Financial Fundraising Commitment,
  - viii. Complete JLSA Annual Member Survey.
- d. Active Non-Resident: The only obligation of Active Non-Resident Members is full payment of dues.
  - e. Sustaining Member: The only obligation of Sustaining Members is full payment of dues.
  - f. Past President: The only obligation of Past Presidents who choose to remain active is full payment of dues.

**B. Dues & Financial Obligations**

1. All New Members, Active Members, Transfer Members, and Sustaining Members, except those designated as Emeritus, shall pay annual dues in accordance with the following schedules.
2. All New Members, Transfer Members, and Active Members shall be required to pay an annual building fee assessment.
3. The payment of a Building Fund assessment is optional for Sustaining Members.
4. The deadline for completion for all New Members, Transfer Members, Sustaining Members, Non-Resident Members, and Active Resident Members is May 15th.
5. Dues that are late will be charged a \$45 late fee in addition to the dues payment.
6. Sustainers will not be charged a late fee under any circumstance.
7. The deadline to pay dues with the late fee is May 31st.
8. Any Member not paying her dues and late fee by May 31st will be dropped from Membership. A Member may reinstate by paying all dues, late fees, plus a reinstatement fee of \$25. Sustainers will not be charged a late fee but the reinstatement policies will still apply.
9. Members who do not complete their JLSA Annual Member Survey will be assessed a \$15 fine.
10. JLSA fees associated with transfer of membership to the Junior League of San Antonio will be waived for members moving to San Antonio because of a Permanent Change of Station (PCS) through the Military, as a military spouse or an active duty military member. Transferring members will still be responsible for the fees associated with AJLI and JLSA membership dues, but will not be expected to pay any transfer fees associated with a transfer in to JLSA.

Schedules and additional information:

**SCHEDULE 1 - Annual Dues – Active/Sustainer/New Member**

Description:	Active Member	Active Non-Resident	Active Inter-League	Sustaining Member	Sustaining Non-Resident	Sustaining Inter-League	New Member	Prospective Non-Resident & Nonresident/Prospective Transfer(c)
JLSA (b)	\$125	\$125	\$125	\$55	\$55	\$55	\$100	\$0
AJLI (non- refundable)	\$43	\$43	\$43	\$43	\$43	\$43	\$43	\$53.75
Assessment: Building Fee / Fund (non-refundable)	\$30	\$30	(a)	(a)	(a)	(a)	\$100	\$0
T-shirt and Name Tag (non-refundable)	\$0	\$0	\$0	\$0	\$0	\$0	\$20	\$0
Fundraising Commitment (non-refundable)	\$45	\$0	\$0	\$0	\$0	\$0	\$45	\$0
New Member Fee (non-refundable)	\$0	\$0	\$0	\$0	\$0	\$0	\$30	\$0
Transfer Fee (non-refundable)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40
Total Due (paid on or before May 15th)	\$243	\$198	\$168	\$98	\$98	\$98	\$338	\$93.75

Late Fee (if postmarked after May 15 <sup>th</sup> ) (non-refundable)	\$30	\$30	\$30	\$0	\$0	\$0	\$30	\$30
Late Fee for Fundraising Commitment	\$15	\$0	\$0	\$0	\$0	\$0	\$15	\$0
Total Due (May 16 <sup>th</sup> thru May 31 <sup>st</sup> )	\$288	\$228	\$198	\$98	\$98	\$98	\$383	\$123.75

(a) Sustainer Building Fund Donation

(b) Non-Refundable except for Transfers Out. See Schedule 5 for refunds.

(c) This category is for prospective members or non-residents who are reinstating with the league for the sole purposes of transferring to another league.

(d) AJLI dues are refundable pro-rated based on quarter of transfer out.

#### SCHEDULE 2 - Active/Sustainer Transfers into JLSA

Description	Active Transfer to JLSA				Sustainer Transfer to JLSA			
	7/1-9/30	10/1-12/31	1/1-2/28	4/1-6/30 (c)	7/1-9/30	10/1-12/31	1/1-2/28	4/1-6/30 (f)
JLSA	\$125	\$0	\$0	\$125	\$55	\$0	\$0	\$55
AJLI (refundable)(d)	\$43	\$32.25	\$21.50	53.75	\$43	\$32.25	\$21.50	\$53.75
Assessment: Building Fee/Fund (non-refundable)	\$30	\$30	\$30	\$30	(a)	(a)	(a)	(a)
Transfer Fee (non-refundable)	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Name Tag/JLSA T-shirt (non-refundable)	\$20	\$20	\$20	\$20	\$0	\$0	\$0	\$0
Fundraising Commitment (non-refundable)	\$45	\$45	\$45	\$45	\$0	\$0	\$0	\$0
Total Due (30 days of request)	\$303	\$167.25	\$156.50	\$313.75	\$138	\$72.25	\$61.50	\$148.75
Late Fee (31-45 days of request) non-refundable (b)	\$30	\$30	\$30	\$30	\$0	\$0	\$0	\$0
Late Fee for Fundraising Commitment	\$15	\$15	\$15	\$15	\$0	\$0	\$0	\$0
Total Due (paid within 45 days of request)	\$348	\$212.25	\$201.50	\$358.75	\$138	\$72.25	\$61.50	\$148.75

(a) Sustainer Building Fund Donation

(b) Any Transferring Member into JLSA not having paid her dues within 30 days from the date of billing shall pay a late fee of \$45 in addition to the dues. Any Transferring Member not having paid her dues and late fee within 45 days from the date of billing will be considered a void transfer and all transfer paperwork will be returned to the sending Junior League. If the void transfer is subsequently reinitiated by the sending Junior League, the Transferring Member shall be billed a \$45 late fee in addition to her dues.

(c) Transfers accepted 4/1-6/30 are to be charged JLSA Annual Dues for the following year in addition to fourth quarter AJLI dues for the current year.

(d) AJLI dues are refundable pro-rated based on quarter of transfer out.

(e) An Active Transfer Member who transfers after February 28 of the current year is required to wait to begin the Transfer Program until June 1st. The Transfer shall pay the \$40 Transfer Fee at the time of her transfer in along with all other Dues for the following year.

(f) Transfers must first receive verification from the Corresponding Secretary that they may transfer into the JLSA. The Corresponding Secretary will provide a written notice of the financial obligations for each Transferring Member to the Financial Administrator so an invoice can be created. Refer to Schedule 2 and 3 for financial obligations. Upon payment of all dues, fees and/or assessments, the Transferring Member will be accepted into Membership and added to the current Corresponding Secretary's Report.

**SCHEDULE 3 - New Member Transfers to JLSA**

	New Member Joining the Current Class			
	Transfer Date 7/1-9/30	Transfer Date 10/1-12/31	Transfer Date 1/1-2/28	Transfer Date 4/1-6/30 (a)
JLSA (50% refundable)(b)	\$100	\$0	\$0	\$100
AJLI (refundable)(c)	\$43	\$32.25	\$21.50	\$53.25
Assessment: Building Fee (non-refundable)	\$100	\$100	\$100	\$100
T-shirt and Name Tag (non-refundable)	\$20	\$20	\$20	\$20
New Member Fee (non-refundable)	\$30	\$30	\$30	\$30
Fundraising Commitment (non-refundable)	\$45	\$45	\$45	\$45
Transfer Fee (non-refundable)	\$40	\$40	\$40	\$40
Total Due (30 days of request date)	\$378	\$267.25	\$256.50	\$388.25
Late Fee (due 31-45 days of request) (non-refundable)	\$30	\$30	\$30	\$30
Late Fee for Fundraising Commitment	\$15	\$15	\$15	\$15
Total Due (paid within 45 days of request)	\$423	\$312.25	\$301.50	\$433.25

- (a) Transfers accepted 4/1-6/30 are to be charged JLSA Annual Dues for incoming year, in addition to the fourth quarter AJLI dues for current year.
- (b) JLSA dues will be refunded 50% if transfer occurs prior to 9/30.
- (c) AJLI dues are refundable pro-rated based on quarter of transfer out.
- (d) Any New Member Transfer into JLSA not having paid her dues within 30 days from the date of billing shall pay a late fee of \$45 in addition to the dues. Any New Member Transfer not having paid her dues and late fee within 45 days from the date of billing will be considered a void transfer and all transfer paperwork will be returned to the sending Junior League. If the void transfer is subsequently reinitiated by the sending Junior League, the New Member Transfer shall be billed a \$45 late fee in addition to her dues.
- (e) Any New Member Transfers who transfer into the JLSA after February 28<sup>th</sup> of the current year are required to wait to begin the New Member Program until June 1<sup>st</sup>. A New Member Transfer who defers shall pay the \$40 Transfer Fee at the time of her transfer in along with all other Dues before start of the next year's New Member Program.

**SCHEDULE 4 - Active/Sustainer/New Member Reinstatements**

	Active				Sustainer				New Member			
	7/1- 9/30	10/1-12/31	1/1-2/28	4/1-6/30	7/1-9/30	10/1-12/31	1/1- 3/31	4/1-6/30	7/1-9/30	10/1-12/31	1/1-3/31	4/1-6/30
JLSA (refundable)(b)	\$125	\$62.50	\$62.50	\$125	\$55	\$27.50	\$27.50	\$55	\$100	\$100	\$100	\$100
AJLI (refundable)(c)	\$43	\$32.25	\$21.50	\$53.75	\$43	\$32.75	\$21.50	\$53.75	\$43	\$32.25	\$21.50	\$53.75
Assessments: Building Fee/Fund (non-refundable)	\$30	\$30	\$30	\$30	(a)	(a)	(a)	(a)	\$100	\$100	\$100	\$100
Reinstatement Fee (non-refundable)	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
New Member Fee (non-refundable)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30	\$30	\$30	\$30
Fundraising Commitment (non- refundable)	\$45	\$45	\$45	\$45	\$0	\$0	\$0	\$0	\$45	\$45	\$45	\$45

Payment of any prior unpaid financial obligations	*****Contact Corresponding Secretary*****											
Total Due (30 days of request)	\$268	\$194.75	\$184	\$278.75	\$123	\$85.25	\$74	\$133.75	\$343	\$332.25	\$321.50	\$353.75
Late Fee (due 31-45 days of request) non-refundable	\$30	\$30	\$30	\$30	\$0	\$0	\$0	\$0	\$30	\$30	\$30	\$30
Late Fee for Fundraising Commitment	\$15	\$15	\$15	\$15	\$0	\$0	\$0	\$0	\$15	\$15	\$15	\$15
Total Due (paid within 45 days of request)	\$313	\$239.75	\$229	\$323.75	\$123	\$85.25	\$74	\$133.75	\$388	\$377.25	\$366.50	\$398.75

- (a) Optional Building Fund Donation = \$30
- (b) JLSA dues will be refunded 50% if transfer occurs prior to 9/30.
- (c) AJLI dues are refundable pro-rated based on quarter of transfer out.

**SCHEDULE 5 - Active/Sustainer/New Member Transfers out of the JLSA / Refunds**

Transfer Date	Active Transfer from JLSA				Sustainer Transfer from JLSA				New Member Transfer from JLSA			
	7/1-9/30	10/1-12/31	1/1-3/31	4/1-6/30	7/1-9/30	10/1-12/31	1/1-3/31	4/1-6/30	7/1-9/30	10/1-12/31	1/1-3/31	4/1-6/30
JLSA, Inc.(a)	\$62.50	\$0	\$0	\$0	\$27.50	\$0	\$0	\$0	\$50	\$0	\$0	\$0
AJLI, Inc. (refundable)(b)	\$43	\$32.25	\$21.50	\$10.75	\$43	\$32.25	\$21.50	\$10.75	\$43	\$32.25	\$21.50	\$10.75
Total Refund	\$105.50	\$32.25	\$21.50	\$10.75	\$70.50	\$32.25	\$21.50	\$10.75	\$93	\$32.25	\$21.50	\$10.75

- (a) JLSA dues are not refundable after September 30 for that current league year.
- (b) AJLI fees are refundable pro-rated based on quarter of transfer out.
- (c) All other fees are non-refundable per Schedule 1.
- (d) Only Transfers are eligible for a refund. Members who wish to resign are not eligible for a refund.
- (e) Refund requests for JLSA dues must be submitted in writing to the Corresponding Secretary.

**C. General Meeting Credits**

1. Members are required to attend General Meetings or alternatives as approved by the Board of Directors to obtain General Meeting Credits. Each General Meeting (or alternative) attended will constitute one General Meeting Credit. It is the responsibility of the Member to follow procedures to verify attendance within a reasonable amount of time following the event.
2. All General Meeting Credits must be completed by the Annual General Meeting in May.
3. A penalty fee of \$25 per each General Meeting Credit not completed will be assessed. The maximum penalty fee is \$125.
4. The deadline to pay any penalty fees is May 15th. Any Member not obtaining all her General Meeting Credits or paying the penalty by May 31st will be dropped from Membership.
5. A Member may reinstate by paying all penalties plus a reinstatement fee of \$25.
6. Attendance at one Board of Directors meeting per year is allowed as a General Meeting Credit.
7. When multiple sessions of a General Meeting are offered, attendance at only one session will count as a General Meeting Credit. For example, some months there may be flexible options to choose day or night meetings, meet in sustainer homes, etc. Each Member can only receive one credit for attendance at any given session for that month.
8. If the current President offers President's Chats, attendance at only one (1) President's Chat per year is allowed as a General Meeting Credit.
9. Meetings may be attended only by Members of JLSA unless otherwise specified by the Board of Directors. Members are requested not to bring their children to General Meetings.

**D. Placement**

1. Active Members commit to fulfill one Placement per year. Placements and requirements for each Placement are specified in the Placement Catalog.
2. The deadline for completing Placement requirements is May 15th.

3. Any Active Member not having completed her Placement hours by May 15th will have the option of paying a fine of \$450 by May 31st. If the Active Member has completed part of her Placement hours, she may, at the agreement of the Vice Chair of Placement and the Project Chairman, receive a "CREDIT" for the hours completed at a value of \$10 per hour.
  4. Any Active Member delinquent in Placement hours who has not paid the fine by May 31st will be dropped from Membership.
  5. An Active Member may reinstate by payment of Placement fine plus a reinstatement fee of \$25.
  6. Active Members are not allowed to bring their children to Placements, fundraising shifts, or JLSA meetings except in initiatives specified for family involvement and approved by the Board of Directors.
  7. The duration of all JLSA Placements, whether appointed or assigned by the Placement Committee, will be a one-year obligation. The Placement Catalog outlines the responsibilities for each position, with placed positions entailing a minimum 45 hour commitment. For appointed and elected jobs, it is expected that the time spent may well exceed 45 hours, and the emphasis will be on the job performed rather than hours spent.
  8. No member of the Board of Directors shall hold an additional Placement during her tenure on the Board of Directors. Exceptions can be granted by Executive Committee approval.
  9. All Active Members requesting Placement changes at any time during the year must notify the Vice Chair of Placement at least two weeks prior to the change.
  10. If a Member becomes delinquent in her Placement, her project or committee chair shall counsel her. At this time she shall be informed of her obligations and given certain criteria to meet. If she still fails to meet the criteria, her project or committee chair will consult with the Vice Chair of Placement who will also counsel her. The Placement Committee shall prescribe alternate work to be completed by a specific date in order for the Active Member to remain in Good Standing or resign in Good Standing.
- E. Placement Registration
1. All Active Members, Transfer Members, and New Members, including Members who have been assigned an appointed job, are required to complete online Placement registration. This is when she will list her Placement preferences for the following JLSA year and/or accepts her appointed job.
  2. The deadline for completing Placement Registration is May 15th. A Member will be unable to fulfill on-line Placement Registration until she has paid her upcoming fiscal year dues and any current assessments, in full.
  3. Any Member who has not completed Placement Registration will be dropped from Membership on May 31st. Any Member who was granted an appointed job and does not complete Placement Registration by May 15th will forfeit her appointed job.
  4. A Member may reinstate by contacting the Vice Chair of Placement to obtain a Placement and by paying a reinstatement fee of \$25.
- F. Mission Credit Hours
1. Mission Credit Hours enable The Junior League of San Antonio, Inc. members to further it's vision and purpose by giving it's new and active members opportunities to contribute to the three tenets of the mission of JLSA: promoting voluntarism, developing the potential of women, and/or Improving our communities.
  2. The number of required Mission Credit Hours is determined by member status. All shift sign-ups will be available online. If a Member has signed up for a shift, she is responsible for working that shift. The contact person for each shift will be listed on the confirmation email received during shift sign-up. Once the online sign-up has closed, members will be unable to drop the shift online and thus must be excused by the contact person PRIOR to the missed shifts.
    - a. Unexcused absences or no call/no shows will result in a monetary penalty of \$25 fine per occurrence, per JLSA policies III. Obligations I. Unexcused Absence Policy, aka "No Call/No Show." The Membership Development Council may make exceptions in cases of true emergencies where prior arrangements cannot be made.
  3. The deadline for completing Mission Credit Hours is May 15th.
  4. The penalty for missing Mission Credit Hours is \$50 per missing credit hours, prior to or on May 15th.
  5. Penalty fees that are late will incur a late fee of \$15 per missed credit hour in addition to the penalty fee.
  6. All payments must be made during online Placement Registration, or the Member will not be allowed to complete Placement Registration and she will thus be dropped from Membership on May 31st.
  7. Active Members, Transfer Members, and New Members may reinstate by paying all penalties plus a reinstatement fee of \$25.
- G. Quota Donation
1. Members are required to donate gently used merchandise to a partnering agency.
  2. The deadline for completing Quota Donation is at least 14 days prior to the Sale Date at the discretion of the Community Council Chair.
  3. Members who do not complete their Quota Donation are required to pay the balance of the donation owed (up to \$100) plus a \$15 late fee. All payments should be made prior to online Placement Registration, or the Member will not be allowed to complete Placement Registration. If the late fee and fine payment is not received by May 31st, the Member will be dropped from Membership.
  4. Active Members may reinstate by paying all penalties plus a reinstatement fee of \$25.
  5. The partnering agency will be determined and specified by the Board of Directors on an annual basis.

6. The value for each item donated will be provided on an annual basis and will be made available on the JLSA Website in the Members area.
  7. The itemized list of goods and receipt for donation must be turned in to the Quota Donation Chair at the JLSA Headquarters via email, fax, online submission, or mail. It is the responsibility of the individual Member to ensure that the documentation is received and that the credit is applied before the deadline.
  8. Quota Donation is not an obligation for a Transfer Member during their transfer year.
- H. Fundraiser Support
1. Each Active Member and New Member shall have a \$45 fundraising commitment, which will support the fundraising efforts of JLSA. The \$45 fundraising commitment may be used by JLSA members only toward ticket purchases to JLSA sponsored fundraising events that specifically indicates fundraising credit can be applied. If a member does not use her fundraising commitment to attend a JLSA sponsored fundraising event by May 15th, the \$45 will be contributed to the Annual Loyalty Fund at the end of League Year by reallocating the remaining funds from the Fundraising Commitment to the Annual Fund Campaign. No additional tax receipt will be produced. The fundraising commitment is not to be used for purchase of any JLSA merchandise.
  2. All payments should be made prior to online Placement Registration, or the Member will not be allowed to complete Placement Registration. If the fee and fine payment is not received by May 31st, the Member will be dropped from Membership.
  3. Active Members and New Members may reinstate by paying all penalties plus a reinstatement fee of \$25.
- I. Unexcused Absence Policy, aka "No Call/No Show"
1. No Call/No Shows hurt the community partners or fellow JLSA Councils who depend on us for volunteers, damage the reputation of the Junior League of San Antonio, take a shift from another member who would have shown up, and create additional work for shift leads to find additional opportunities as "make-ups." Therefore, an unexcused absence or no call/no show at a SA Works shift, Mission Credit shift, Fundraising Shift, or a Meeting requiring an RSVP, will result in a monetary penalty of \$25 fine per occurrence. Examples of Meetings that require an RSVP are Board Meetings, President's Chats, General Membership Meetings, and Training and Education events that require an RSVP.
  2. The penalty will be assessed by the Vice President of the Membership Development Council after confirmation of no call/no show by the Council Vice President or shift coordinator through which the SA Works Shift, Mission Credit, Fundraising Shift, or Meeting requiring an RSVP were set up.
  3. The \$25 fine does not replace the member's obligation for the shift/meeting she missed and does not replace the current "buy-out" options of \$25/GMM, \$50/Mission Credit Hour, and \$10/Placement Credit Hour.
  4. All fines and penalties must be paid on or before May 31<sup>st</sup> or the Member will be dropped from Membership. A Member may reinstate by paying all dues, late fees, fines, plus a reinstatement fee of \$25.
  5. Exceptions may be made at the discretion of the shift coordinator, Council VP, or Executive Committee for extenuating circumstances or in cases of true emergencies.
- J. Cancelled Shifts/Event Policy
1. If a Mission Credit shift or other event requiring an RSVP that counts towards a Member's membership obligations is cancelled by the shift or event creator within forty-eight (48) hours of the scheduled start time for the shift or event, all Members who are RSVPed for the shift or event at the time of cancellation will be awarded credit for having attended the shift or event.
- K. Family Policy
2. All JLSA members are not allowed to bring their children or other family members to JLSA placements, JLSA fundraising shifts, JLSA volunteer shifts, or JLSA meetings; except for specific shifts or meetings approved for family involvement by the Board of Directors.
    - a. Sunshine Singers - The Community Placement Sunshine Singers has been approved by the Board of Directors for family involvement.
    - b. I Love JLSA Day - The JLSA volunteer project called I Love JLSA Day has been approved by the Board of Directors for family involvement.

## IV. PRIVILEGES OF MEMBERSHIP

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- A. Transfer Privileges
1. A Member in Good Standing, who is subject to change in residence, shall be granted one of the following privileges upon application in writing to the Corresponding Secretary:
    - a. Transfer
      - i. Only New Members, Active Members, and Sustaining Members of the JLSA shall have the privilege of transferring membership from one Junior League to another. The privilege of transfer need not extend to a person who has been dropped or expelled from Membership by the Junior League to which the transfer is desired.

- ii. Active Member who transfer to the JLSA shall have the option of taking the Transfer Program Placement or choosing a Placement.
  - iii. A Member who transfers to another Junior League shall be granted the status consistent with the specifications of membership categories of the receiving Junior League.
  - iv. A New Member transferring out has the right to complete the JLSA New Member Course, with the approval and cooperation of the New Member Committee. New Member transfers completing their JLSA New Member Requirements will be transferred to the receiving League as an Active Member. New Member Transfers not completing their JLSA New Member Requirements will be transferred to the receiving Junior League as a New Member and will be subject to the New Member Course Requirements of the receiving Junior League.
  - v. The receiving Junior League must complete and acknowledge the transfer of membership within 90 days of receipt. New Members, Active Members and Sustaining Members pay dues to the Junior League to which they belong as of May 15. Any member transferring out between March 1 and May 14 is not required to pay annual dues for the following league year to JLSA in order to transfer out. A Member, whose written or online request for a transfer is postmarked or received between May 15 and September 30, will receive a refund of 50% of the annual dues of the JLSA dues and a pro-rated amount of AJLI dues based on what quarter the transfer occurs. All other fees are non-refundable per Schedule 1.
  - vi. A Member whose written or online request for a transfer is postmarked after October 1, will not receive a refund of JLSA dues or fees, but will receive pro-rated refund of AJLI dues per Schedule 5.
  - vii. Refund requests for JLSA dues must be submitted in writing to the Corresponding Secretary.
- b. Inter-League
- i. New Members, Active Members, and Sustaining Members as described in the AJLI Bylaws, who will be residing temporarily in the area of another Junior League, and who so formally request, shall be granted the inter-League privilege for a period not to exceed one year. The period may be extended by the sending Junior League for one additional year.
  - ii. An individual Member of a Junior League granted the inter-League privilege shall comply with the requirements of the receiving Junior League. The Member shall be entitled to all privileges of Membership, as determined by the receiving Junior League. The Member shall be listed as a Member of and pay dues to the sending Junior League, which shall have the final responsibility for the Member in all matters.
- c. Seasonal Inter-League
- i. A Sustaining Member who resides for a portion of the year near the Member's Junior League and a portion of the year near another Junior League, and who so formally requests, shall be granted the seasonal inter-League privilege. This privilege permits the Sustaining Member to participate in the Junior League in whichever area she is currently residing.
  - ii. A Sustaining Member may hold the seasonal inter-League privilege in more than one Junior League at a time. The seasonal inter-League privilege may be extended for an unlimited period of time. The Sustaining Member shall be listed as a Member of and shall pay annual dues to the sending Junior League, which shall have the final responsibility for the Member in all matters. The Sustaining Member shall pay to the receiving Junior League an annual seasonal inter-League fee of an amount not to exceed the difference between the receiving Junior League's sustaining dues and the AJLI per capita dues.
  - iii. A Sustaining Member granted the seasonal inter-League privilege shall comply with the requirements of the Junior League in whose area the Member is currently residing.
- B. Sustaining Member Privileges
- 1. An Active member meeting the requirements listed in the Bylaws, Article III, Section 1(c); may request Sustaining status by submitting a Sustainer Request form, found on [www.jlsa.org](http://www.jlsa.org). The Corresponding Secretary is to verify eligibility once the request is received.
  - 2. Deadline to request Sustaining Membership is May 15.
- C. Emeritus Status Privileges
- 1. Sustaining Members who have reached the age of 80, on or before March 31, are classified as Emeritus Status.
  - 2. Emeritus Status Members are exempt from all financial obligations.
- D. Non-Resident Members
- 1. Active Members and Sustaining Members, who are living at a distance from the JLSA, and who so formally request, shall be granted the Non-Resident Privilege. Active Members may not become Non-Resident Members as long as they remain residents of the San Antonio area.
  - 2. Non-Resident Active Members, who live in an area in which there is a Junior League, may retain the privilege indefinitely.
  - 3. Non-Resident Active Members may neither vote nor hold office.
  - 4. Non-Resident Members must notify the JLSA upon returning to San Antonio.
  - 5. Non-Resident Members shall be reinstated to Active Membership upon returning to residence in San Antonio.
  - 6. Active years of service will not be granted to Active Non-Residents beginning with the 2016-2017 year. All other privileges of membership apply.

- E.. Active Non-Resident Deployed Military
  1. Active Members, who can show proof of deployment, and who so formally request, shall be granted the Active Non-Resident Deployed Military Privilege. Active members may not become Active Non-Resident Deployed Military Members, as long as they remain residents of the San Antonio area.
  2. Any overseas deployment through the federal government can be considered for Active Non-Resident Deployed Military Privilege.
  3. An Active year of service will be awarded to Members granted the Active Non-Resident Deployed Military Privilege.
  4. Active Non-Resident Deployed Military Members may neither vote nor hold office.
  5. Active Non-Resident Deployed Military Members must notify the JLSA upon returning to JLSA service area.
  6. This privilege is for League Members only and is not extended when a spouse is deployed.
  7. There is no limit to years of service earned under this privilege.
- F. Resignation Privileges and Removal from Membership
  1. Resignation in Good Standing: An Active Member or Sustaining Member who is current in JLSA Obligations may resign in Good Standing at any time upon written request to the Corresponding Secretary. Resignation becomes effective only upon approval by the Corresponding Secretary. A Member who resigns in Good Standing may only receive credit for the year in which she resigns if she has completed all membership obligations for the year, with the exception of placement registration and payment of dues for the following year.
  2. Removal from Membership: An Active Member, Sustaining Member, or New Member who is delinquent in JLSA Obligations will be dropped from Membership. Members dropped may be reinstated as outlined in these Policies.
  3. Expulsion: "Expelled" is defined as permanently removed from Membership. Members who have been expelled cannot again become a Member of the JLSA. Any Active Member may be expelled only by two-thirds (2/3) vote of the Board of Directors after thirty days' notice in writing. The written notice shall state the cause for such action and the opportunity for a hearing before the Board of Directors.
- G. Reinstatement Privileges
  1. Former Members who resigned in Good Standing may be reinstated by the Corresponding Secretary upon paying a reinstatement fee of \$25.00. Upon reinstatement, the Member shall be billed for the current fiscal year's financial obligations based on membership classification and date of reinstatement.
  2. Former Members who were removed from Membership may be reinstated by the Corresponding Secretary upon payment of:
    - a. All back JLSA dues, assessments, fees, fines and late fees incurred the year dropped, plus the year wishing to reinstate based on membership classification and date of reinstatement.
    - b. AJLI dues for year dropped plus the year wishing to reinstate,
    - c. A reinstatement fee of \$25.00.
  3. Active Members reinstating between June 1 and December 31 are required to fill a Placement. Active Members reinstating between January 1 and May 31 are not required to fulfill their Placement requirement until the next Placement year.
- H. Probationary Period
  1. An active member who is delinquent in Mission credit hours and/or general meetings may choose to accept a probationary period instead of being dropped from league membership.
  2. The delinquent meetings or credits will be rolled over and are to be fulfilled first before the current year's obligations are fulfilled. Once delinquent obligations are fulfilled, probationary period will terminate.
  3. While on the probationary period, members are not allowed to buyout their placements, general meetings or Mission credits, apply for appointed jobs or become a member of the Board of Directors.
  4. If no obligation history is found, member on probationary period will accept one general meeting obligation and one Mission credit hour obligation.
  5. If the probationary period is not satisfied by the end of the current year, member will be dropped from membership.
  6. Probationary periods cannot be granted in consecutive years. Exceptions may be granted by Executive Committee or Board of Directors.
- I. Leaves of Absence Privileges
  1. Eligibility: Must be an Active Member in good standing and may not be in arrears in her obligations, including dues, assessments, fees and fines.
  2. A leave of absence does not excuse a Member from her financial obligations.
  3. Active Members, in Good Standing, may be granted one of the following:
    - a. Placement Leave- A year of service will only be awarded for one year of Placement Leave. Years of service will not be awarded for additional years of placement leave. All other privileges of membership apply.
      - i. Planned Placement Leave
        - (1) Purpose: To provide an Active Member with a leave from fulfilling her Placement obligation.
        - (2) Length: One Placement year. Planned Placement Leaves for consecutive years must be requested each year.
        - (3) Requirements while on Leave: Must fulfill all obligations of Membership with the exception of the completion of a Placement. All other privileges of membership apply.



- (4) Only the first Planned Placement Leave taken will count towards years of active service. Planned Placement Leave must be requested by filing out the Placement Leave Request Form, located on [www.jlsa.org](http://www.jlsa.org). Planned Placement Leave must be requested by March 31.
- (5) Granted by: Placement Committee.
- ii. Unplanned Placement Leave
  - (1) Purpose: To provide Active Members with a leave from fulfilling her Placement obligation during the current placement year.
  - (2) Length: The remainder of the current Placement year.
  - (3) Requirements while on Leave: Must fulfill all obligations of Membership with the exception of a Placement.
  - (4) Limitations: One time only.
  - (5) Unplanned Placement Leave must be requested by filing out the Placement Leave Request Form, located on [www.jlsa.org](http://www.jlsa.org). An Unplanned Placement Leave for the remainder of the league year may be requested at any time.
  - (6) Granted by: Placement Committee unless Active Member is requesting Unplanned Placement Leave for current league year after January 1; then the leave must be granted by the Executive Committee or the Board of Directors.
- b. Sabbatical – A year of service will only be awarded for one year of Sabbatical. Years of service will not be awarded for additional years of Sabbatical. All other privileges of membership apply.
  - i. Planned Sabbatical
    - (1) Purpose: To provide an Active Member a leave from fulfilling her placement, general membership meetings, Mission credits and quota obligations.
    - (2) Length: One Placement year. Planned Sabbaticals for consecutive years must be requested each year.
    - (3) Requirements while on Leave: Must fulfill all obligations of Membership with the exception of completion of a Placement, General Meeting attendance, Mission Credit requirements and quota requirements.
    - (4) Planned Sabbaticals must be requested by filling out the Sabbatical Request Form, located on [www.jlsa.org](http://www.jlsa.org).
    - (5) Granted by: Placement Committee
  - ii. Unplanned Sabbatical
    - (1) Purpose: To provide an Active Member a leave from fulfilling her placement, general membership meetings, Mission credits and quota obligations during the current placement year.
    - (2) Length: The remainder of the current Placement year.
    - (3) Requirements while on Leave: Must fulfill all obligations of Membership with the exception of completion of a Placement, General Meeting attendance, Mission Credit requirements and quota requirements.
    - (4) Limitations: One time only.
    - (5) Unplanned Sabbaticals must be requested by filling out the Sabbatical Request Form, located on [www.jlsa.org](http://www.jlsa.org). An Unplanned Sabbatical may be requested at any time
    - (6) Granted by: Placement Committee unless Active Member is requesting an Unplanned Sabbatical after January 1, then must be granted by Executive Committee or the Board of Directors.
- 4. Exceptions: An exception to the eligibility rules of limitations for all types of Leaves of Absence may be granted with approval of the Placement Committee.
- 5. Application of Policy: This policy shall not be applied retroactively. If Placement Leave was taken in years prior to the 2016-2017 League Year, a member will be awarded a year of active service per Placement Leave, with no maximum. If a Sabbatical was taken prior to the 2013-2014 League Year, then a member will be given credit for a year of active service with no maximum; however, if Sabbatical was taken between 2013-2014 League Year and 2018-2019 League Year, then no year of active service will be given. Sabbaticals starting June 1, 2019 will be given one year of active service, so long as none have been previously taken.
- J. Double Placement: A written request for extra Placement credit must be sent to the Placement Chair before either Placement has begun. Upon approval of the Placement Committee and Executive Committee, a Member may receive credit for fulfilling two Placements in one year. This would allow the Member Placement credit in any other active year, however, all other Member obligations must be fulfilled.

## V. COUNCILS AND COMMITTEES

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- A. Administration
  - 1. Meeting Procedures
    - a. Quorum: A quorum must be present in order for there to be a meeting of a council or committee.
      - i. A quorum is 50% plus 1 person of the voting Members of the council or committee.
    - b. A meeting begins when it is called to order by the presiding officer.
    - c. The Mission and Prayer of the JLSA shall be read at the beginning of each meeting.

- d. The minutes of the prior meeting of the council or committee must be reviewed, amended as necessary, and approved.
  - e. Voting: Items requiring a vote of the council or committee must be approved by a majority of the voting Members present, unless otherwise specified in the Bylaws or these Policies.
  - f. Each meeting shall allow for open agenda items.
  - g. A meeting ends when adjourned by the presiding officer.
2. Record Keeping
- a. The Chair or Vice President of each Council/Committee shall keep a record of all work done by the Members of her Council/Committee, and, when requested, shall make a full report to the Board of Directors.
  - b. At the end of her term of office, the Chair or Vice President shall submit in writing:
    - i. A complete report of the accomplishments, including meeting agendas and approved minutes, of her Council to the Membership Services Coordinator, the President Elect, the Website Manager, and the Yearbook/Historian Chair who coordinates year end reports, and
    - ii. A detailed report of the operations and policies of her Council to her successor. She shall instruct the committees on her Council to submit the same to their successors.

B. Councils:

1. Planning Council (See Bylaws ARTICLE VI)
- a. The Planning Council is comprised of:
    - i. Vice President of Planning,
    - ii. Bylaws Chair,
    - iii. Nominating Chair,
    - iv. A Member of Communications Council appointed by incoming Vice President,
    - v. Vice Chair-Research and Development- Community,
    - vi. A Member of Community Council appointed by incoming Vice President,
    - vii. Treasurer-Elect,
    - viii. President-Elect,
    - ix. A Member of Membership Development Council appointed by incoming Vice President
    - x. A Member of Fund Development Council appointed by incoming Vice President, and
    - xi. Sustaining Advisor.
  - b. The Planning Council shall meet a minimum of 6 times a year.
  - c. Duties include but are not limited to:
    - i. The development and management of the strategic plan;
    - ii. The annual review of Bylaws and Policies,
    - iii. Reviewing governance issues, and
    - iv. Task force management as requested by the Board of Directors.
2. Fund Development Council- Oversees and guides council Members and committees to manage activities that raise funds for the JLSA, including but not limited to:
- a. Corporate donations, solicitation, and stewardship,
  - b. Planning and implementation of all fundraiser events,
  - c. The Annual Fund Campaign, which solicits additional donations from Members and other JLSA partners,
  - d. Cookbook sales,
  - e. Fundraising research and development, and
  - f. Grant writing.
3. Membership Development Council- Oversees and guides council Members, committees, and member special interest groups.
- a. Placement Committee
    - i. Duties
      - (1) Manage the Placement process for all Active Members
      - (2) Maintain Placement Records and the Placement Brochure
    - ii. Eligibility: Only those Members who meet the following qualifications shall be eligible for consideration for Placement on the Placement Committee:
      - (1) Vice Chair of Placement and Placement Advisor must have completed one or more years as Active Members in the JLSA.
      - (2) Must have attended three General Meetings or the approved alternatives by February 15th, in the year being considered for this committee.
      - (3) Must be classified as a Member in Good Standing.
  - b. Education/Training Committee
    - i. Design and implement educational and training opportunities for Members.
  - c. Admissions Committee
    - i. Set up and conduct a Prospective Member Invitation Reception/Orientation in March.

- ii. Review Forms to determine that Prospective Members meet eligibility requirements as specified in the Bylaws.
      - iii. Recommend those Prospective Members eligible for New Member Program.
    - d. New Member Committee
      - i. Plan and direct the education and training of New Members.
      - ii. Maintain a record of each New Member's performance, to evaluate at midyear the progress of each New Member.
      - iii. Evaluate each New Member's performance and recommend Active Membership for those who have successfully completed the New Member Course.
      - iv. Help plan fundraising drive.
    - e. Corresponding Secretary, who monitors Member status change correspondence and creates a monthly summary report.
    - f. AMIGOS, who acknowledges Member celebrations and condolences. Coordinates Member support when needed.
    - g. Sustainer Engagement Chair, which, along with the Sustainer Council, plans and coordinates Sustaining Member activities, including the Volunteer Extraordinaire luncheon, and promotes regular communication between Active Members and Sustaining Members.
    - h. Transfer Program, which plans and coordinates orientation and education programs for Transfer Members, as well as, activities to promote socialization between Transfer Members and Active Members.
    - i. New Actives Program, which transitions New Members into the JLSA program.
    - j. Membership Retention and Engagement Committee, who researches the current membership and outlines ways to increase Member retention and engagement.
    - k. Special Status Oversight Committee, who oversees those Members given special status.
  - 4. Community Council- Oversees and guides council Members and committees to manage:
    - a. The annual community Placements. Provide support and guidance regarding monetary budgets, volunteer issues, and agency partnerships.
    - b. Promotion of Community Projects, Community Events and public issues relating to current JLSA projects, current issues of the community and/or position statements; advocate on those issues when appropriate.
    - c. Development, implementation, and review of the JLSA Signature Project.
  - 5. Communications Council
    - a. The Communications Council is the official Creative Director of the JLSA.
      - i. It oversees and guides council Members and committees to manage the consistency and ensure the continued integrity of the JLSA brand.
      - ii. It manages all Public Relations efforts to promote the JLSA to the community and to the Members, with assistance from a public relations firm.
      - iii. It coordinates, develops, evaluates, and maintains all JLSA Websites and social media accounts.
      - iv. It manages all JLSA Publications, including but not limited to:
        - (1) Weekly e-blasts,
        - (2) The bi-annual, SCRAWLS publication, and
        - (3) Other necessary marketing publications for JLSA councils and committees.
      - v. It shall review and approve all JLSA communications, including but not limited to:
        - (1) Print ad purchases,
        - (2) TV/Radio promotions,
        - (3) Tickets and Invitations, and
        - (4) All JLSA printing and electronic communications.
  - 6. Research and Development Council
    - a. Researches the Junior League of San Antonio's current programming in the community as well as internally.
    - b. The results of the research will be presented annually to the Board of Directors along with recommendations as needed.
    - c. The Council is comprised of;
      - i. Vice Chair of Research and Development- who oversees the research and development of community placements and programs.
      - ii. Vice President-Elect of Research & Development
      - iii. Vice Chair Program Development- who serves as the research and development component for the internal functions of the League, specifically Fund and Membership.
      - iii. Vice Chair Member Retention and Social Inclusion- who serves as the research group for the integration and engagement of the women within the League as well as the League's inclusion efforts outside of the League.
- C. Committees
- 1. Nominating Committee (See Bylaws Article VII)
    - a. Nominating Committee Chair: The Nominating Committee Chair shall be an Active Member who has served on a previous Nominating Committee. The Nominating Committee Chair is appointed by the President with approval from the Executive Committee. The Nominating Committee Chair is a non-voting Member, except in the case of a deadlock.

- b. Sustaining Advisors and Immediate Past President: Two Sustaining Members and the Immediate Past President are voting members. Both Sustaining Members shall have served on the JLSA Board of Directors within the past five (5) years.
- c. Seven (7) Active Members Eligibility:
  - i. Must have completed three or more years of Active Membership in the JLSA or have served on the Board of Directors for one (1) full year by the end of the JLSA year in which the Nominating Committee is elected.
  - ii. Must have satisfied General Meeting requirements of the previous year as determined by their Membership status.
  - iii. At least two (2) of the Active Members must be former Board members. If a former Board member should resign from the Nominating Committee, every attempt should be made to replace her with another past Board member. If this is not possible, the Past President can serve in the role of a past Board member.
  - iv. Must be classified as a Member in Good Standing.
  - v. Members on sabbatical are ineligible to be slated.
  - vi. After serving on the Nominating Committee, a Member shall be ineligible to serve in the same capacity for the following two years.
  - vii. No Member of the Nominating Committee shall be eligible to accept a nomination for any position slated by the Nominating Committee.
- d. Nomination and Election of the Nominating Committee
  - i. Active Members of the JLSA are encouraged to self-submit and/or recommend in writing to the Chairman of the Nominating Committee names of Active Members and Sustaining Members as candidates for consideration for the Nominating Committee slate. The deadline for such nominations will be designated by the Nominating Chair. It will not precede the first General Meeting of the JLSA Year. The Members will be notified of the deadline at least 30 days in advance. To be considered, candidates must meet the eligibility requirements as specified above.
  - ii. To the extent possible, the committee will create a balanced slate consisting of representation from all councils and the Finance Committee.
  - iii. The Nominating Committee will meet to compose the following year's Committee slate following the Slate of Officers. The slate will be presented to the Board of Directors. Following presentation to the Board of Directors, the Members will be notified, with voting taking place at the next General Meeting designated as a voting meeting. For information regarding additions to the slate, see Article (IV), F. Independent Candidate Privileges of these policies.
  - iv. The term of office for the Nominating Committee shall be one year. They shall assume their duties on June 1. However, they shall begin a training curriculum to prepare for their term immediately.
  - v. Any Member of the Nominating Committee absenting herself from two or more meetings without an excuse submitted to and accepted by the Nominating Committee Chair shall be deemed to have resigned from the Nominating Committee. She may be reinstated by the Nominating Committee Chair.
  - vi. If a Nominating Committee Member resigns for any reason, they shall remain ineligible to accept a nomination for any position slated by the Nominating Committee.
- e. Duties
  - i. It shall be the duty of the Nominating Committee to prepare a slate designating one nominee for each of the following positions: President-Elect (Vice-President), Vice President-Elect of Community, Vice President-Elect of Membership Development, Treasurer-Elect, Vice President of Planning, Vice President-Elect of Communications, Vice President-Elect of Fund Development, Vice President-Elect of Research and Development, and Board Secretary.
  - ii. Active Members of the JLSA are encouraged to self-submit and/or recommend in writing to the Chairman of the Nominating Committee names of Active Members and Sustaining Members as candidates for consideration for the Slate, and/or suggest a complete or partial slate of nominees. The deadline for such nominations will be designated by the Nominating Chair. It will not precede the first General Meeting of the JLSA Year. The Members will be notified of the deadline at least 30 days in advance.
  - iii. Campaigning by any member in any form is prohibited. Including but not limited to using many types of Junior League of San Antonio social media to campaign to membership, using the Junior League of San Antonio's entire directory to send mass emails to all of membership, wearing or displaying campaigning materials (buttons, signs, costumes, etc.).
  - iv. If a member wants to communicate anything concerning a nominee, positive or not, it will only be communicated with the Nominating Chair only, not a Nominating Committee Member.
  - v. The President will determine the deadline for completion and presentation of the Slate to the Board of Directors, but it will be no later than November. The Membership will be notified and voting on the slate will be conducted at the next available voting meeting of the General Members.
  - vi. It shall be the duty of the Nominating Committee to prepare the Member-At-Large slate in accordance with Bylaws. The Member-At-Large slate will be presented to the Board of Directors at the same time as the Slate of Officers and Board of Directors.

- vii. The Nominating Committee shall present to the General Members a slate of candidates from which the incoming Nominating Committee is elected, in accordance with these Policies and the Bylaws; and other necessary slates of candidates not otherwise provided for.
  - viii. It shall be the duty of the Nominating Committee to prepare a separate slate designating a nominee for the following Signature Fundraiser positions at the same time the Slate of Officers is prepared and presented to the Board of Directors.
  - ix. Additional Nominating Committee Procedures will be reviewed annually by the Nominating Chairman. These Procedures will be published in the Member Section of the JLSA Web Site and are available for all Members to review.
- f. Independent Candidate Policies
- i. With regards to the Slate of Officers of the Board of Directors and the Nominating Committee Slate, the Board and the Nominating Committee are to ensure that the Membership is aware of their right to bring forward an additional candidate and to advise any group of Members how to use the process outlined in this Section. Neither the members of the Board nor of the Nominating Committee should become involved in the independent candidate process as nominators or as the nominee.
  - ii. The slate of candidates selected by the Nominating Committee shall be presented to the Board of Directors in accordance with the terms of the Policies. Within 24 hours after such presentation, the slate shall be made known to the Membership.
  - iii. Within 7 days from the date the slate is made known to the Membership, an independent candidate may be nominated by 5% of the Active Membership in accordance with the terms of the Bylaws. The independent candidate is a method by which a group of eligible members who are dissatisfied by the slate may bring forth an additional candidate for whom they wish to vote.
  - iv. Upon receipt of documents nominating an independent candidate pursuant to the Bylaws and Policies, the Nominating chair will immediately notify the President.
  - v. The Nominating chair will verify that the independent candidate meets the minimum requirements, set forth in the Bylaws and Policies, for the slated position. If the independent candidate does not meet the minimum requirements, the independent candidate's nomination is void and the independent candidate may not be considered as a candidate in the election for the specific office sought.
  - vi. The President will direct the Corresponding Secretary to confirm all endorsers of an independent candidate are active members in good standing. Once the Corresponding Secretary has made such confirmation, the Corresponding Secretary shall notify the JLSA President that the nomination is in order.
  - vii. If the independent candidate has already been slated for and accepted another position, the independent candidate's name will be removed from the ballot for that position. The Nominating Committee will fill the vacancy on the slate pursuant to the policies on vacancies. All candidates, whether slated or independent, may only appear on the ballot for one position.
  - viii. The ballot will be closed seven (7) days after the slate is made public to the Membership. The position that has an independent candidate is removed from the slate on the ballot and voted on as a separate item. The method by which each candidate was placed on the ballot will be clearly indicated.
  - ix. For all slated offices for which there is more than one candidate, the Nominating Committee Chair shall solicit a resume and a one (1) paragraph statement of position from each candidate, which shall be provided to each voting Member with the voting notice. The Bylaws Chair will notify the Membership of the independent candidate and the names endorsing the independent candidate via the voting notice. The petition endorsing the independent candidate, including the names of the endorsers, will be posted in a location visible and convenient to all Members. Please see Article XIV Communications Policies for restrictions on campaigning.
2. Executive Committee
- a. Members of the Executive Committee include: President, President Elect, Board Secretary, Treasurer, Vice President of Community, and Vice President of Membership Development.
  - b. The President shall serve as the Chair of the Executive Committee.
  - c. The Executive Committee shall have the powers of the Board of Directors between meetings of the Board of Directors.
  - d. The minutes of the Executive Committee shall be presented to the Board of Directors at the next Board of Directors meeting.
  - e. Duties include but are not limited to:
    - i. Appoints delegates for conferences, approves presidential appointed substitute for delegates who are unable to attend conferences,
    - ii. Oversees grievance issues,
    - iii. Oversees exceptions to the Obligations of Membership,
    - iv. Designates others to attend board meetings for the year,
    - v. Fills vacant staff positions, including the Executive Director position,
    - vi. Reviews the performance evaluations of staff,

- vii. Performs annual review of the employee handbook,
  - viii. Appoints chairs of committees, and approves them to hold office for more than 2 consecutive years,
  - ix. Approves presidential appointed Special Committees,
  - x. Approves presidential appointed Task Forces, and
  - xi. Appoints Members to the Community Advisory Board, subject to approval of the Board of Directors.
3. Cross-Council Committee
- a. Members of the Cross-Council Committee include: President Elect, Treasurer Elect, Vice President of Communications, Vice President of Community, Vice President of Fund Development, Vice President of Membership Development, and Executive Director.
  - b. The Committee shall select among its members who will serve as the Coordinator of the Cross-Council Committee.
  - c. The minutes of the Cross-Council Committee shall be presented to the Board of Directors at the next Board of Directors meeting.
  - d. Representation and Duties include but are not limited to:
    - i. Facilitate Cross-Council communications,
    - ii. Focus on management issues,
    - iii. Deal in and with day to day issues, and
    - iv. Holds meetings as needed,
  - e. The Cross-Council Committee does not function to governance or strategic plan.
  - f. No voting, motions, or policies may come from the Cross-Council Committee.
4. Appointed Jobs Committee
- a. The Appointed Jobs Committee is composed of:
    - i. The President-Elect,
    - ii. The subsequent year's Executive Committee,
    - iii. The subsequent year's Council Vice President,
    - iv. The current year's Vice Chair of Placement, and
    - v. Any other Member and/or office staff as designated by the President-Elect.
  - b. The Appointed Jobs Committee will meet following their election by the General Members and will fill all appointed jobs for the subsequent JLSA year, including fundraising chairs.
  - c. The Appointed Jobs Committee will not place the same Member in the same appointed job for more than two years successive.
5. Finance Committee
- a. The Finance Committee shall be an advisory committee reporting directly to the Board of Directors.
  - b. Members of the Finance Committee shall consist of the following:
    - i. Treasurer (voting if tie-breaker is needed),
    - ii. Treasurer-Elect,
    - iii. President (non-voting member),
    - iv. President-Elect,
    - v. Vice President of Fund Development,
    - vi. Finance Process and Administration Manager,
    - vii. Financial Compliance Manager,
    - viii. One representative from each large-scale fundraising event, not to exceed three representatives,
    - ix. Vice Chair of Community Finance,
    - x. Vice Chair of Membership Finance,
    - xi. Property Chair,
    - xii. Property Chair Assistant,
    - xiii. At least one Finance Member at Large,
    - xiv. Sustaining Advisor (non-voting member),
    - xv. Executive Director (staff representative; non-voting member),
    - xvi. Financial Administrator (staff representative; non-voting member),
    - xvii. Other members as appointed by the Treasurer are non-voting members unless approved by the Board of Directors and/or by the Appointed Jobs committee
      - (1) The total number on the Finance Committee shall not exceed 20.
      - (2) At least seven voting members must be in attendance to take a vote. A simply majority decides the vote.
  - c. The duties of the Finance Committee shall include the following:
    - i. Review Profit and Loss Statements;
    - ii. Review Balance Sheets;
    - iii. Review Property Expenses;
    - iv. Be responsible for JLSA investments;
    - v. Oversee maintenance of all JLSA properties and assets;

- vi. Approve the budget for presentation to the Board of Directors; and
- vii. Approve changes to the Budget.
- d. The Finance Committee shall meet monthly.
- e. The Treasurer of the JLSA shall be Finance Committee Chair and shall facilitate the annual audit and presentation of the auditor's report to the Board of Directors.

## VI. FINANCIAL POLICIES

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- A. Funds Raised
  - 1. The Financial Administrator shall record all in-kind and monetary contributions.
  - 2. The Financial Administrator shall record and capitalize assets with a cost basis of \$1,000 (one thousand dollars) or more.
  - 3. All monetary contributions of \$2,500 (two thousand five hundred dollars) or more must be accompanied by a letter of intent stating how the funds will be used.
  - 4. Standard in-kind contributions over \$25 are accepted after approval by a leader of the Fund Development Council and in conjunction with a signed "Contribution Form".
    - a. In-kind contributions are reflected as contributions at their estimated fair value at date of donation and are reported as unrestricted support unless explicit donor stipulations specify how donated assets must be used.
    - b. In-kind contributions will be valued at half of their fair retail value when assessed against sponsor benefit levels, but at full retail value for sponsoring companies' tax purposes.
    - c. JLSA will provide a gift acknowledgement for all gifts received and recorded. Except for gifts of cash and publicly traded securities, no value shall be ascribed to any receipt. JLSA will refrain from providing advice about the tax or other treatment of gifts and will encourage donors to seek guidance from their own professional advisors.
  - 5. The JLSA Headquarters' accounting of all fundraising activities are the books of record for the organization.
  - 6. Fundraising Events:
    - a. Each fundraising event budget must be written and presented to the Finance Committee for review and approval. Guidelines related to expense to revenue ratios can be found in the Fund Development Policy section.
    - b. Needs of the Fundraising Event Treasurers/Business Manager must be communicated with the JLSA Financial Administrator and Treasurer at least 15 days prior to the event.
    - c. All monies are to be collected during the event will be deposited the same day. Any items not paid on or before the day of the event will be invoiced within ten (10) days after the event.
    - d. All expense reimbursement forms are to be turned in to the JLSA Headquarters within 30 days after the event.
- B. Fundraiser Treasurer's Table Policies
  - 1. The Treasurer's Table must be a stand-alone table. This table must be segregated and maintained away from the general public in a manner that is both practical and logistically possible based on the event.
  - 2. Access will be given to a limited number of people and will be determined in advance by the Finance Committee. The Fundraiser Chairs and FDC will make their recommendation to the Finance committee in the Finance meeting predating the event. The following individuals will have unrestricted access:
    - a. Treasurer and Treasurer-Elect
    - b. FDC VP and FDC VP-Elect
    - c. Event Chair and Assistant Chair
    - d. JLSA Staff
    - e. Event Business Manager
    - f. Assigned Security Personnel
    - g. President and President-Elect
    - h. Those individuals assigned to work at the table by the Board.
  - 3. No less than two of the above-named persons should be at the table at any one time.
    - a. Of the two people, one may be a security guard.
  - 4. There is to be a security guard on the premises at all times.
- C. Annual Budget
  - 1. There shall be an annual budget. The Finance Committee shall oversee the annual budget process and shall approve the budget for presentation to the Board of Directors. The Budget Committee shall, at a minimum, include the Executive Director, Financial Administrator, President-Elect, Treasurer-Elect, and appropriate Council VP-Elect.
  - 2. The optimum level of cash reserves is 5 months of the current annual budget of the current fiscal year. The cash reserve level shall be calculated and approved during the annual budget planning cycle.
- D. Budget Changes
  - 1. The Board of Directors must authorize changes in the budget over \$5000 per year by a 2/3 vote at a Board of Directors Meeting.

2. The budget and changes to the budget are voted with emphasis on fiscal responsibility and the recommendation to avoid unnecessary expenditures in order to save on costs and allow reserves to grow.
  3. Budget Changes: Any budget change requests during the fiscal year must follow the described procedure in order to be approved.
    - a. Types of Changes:
      - i. Unbudgeted Expenditures: Expenditures of any type not specifically listed in the budget, i.e. unbudgeted expenditures that are not of an emergency nature.
        - (1) Example: buying bookcases for any agency with which we have a project.
      - ii. Budget Overruns: Expenditures of more than was budgeted in a particular area, i.e. budget overruns.
        - (1) Example: Printing for a particular item that was budgeted but ends up costing more due to circumstances beyond our control.
      - iii. Expenditures Type 1: Expenditure items which are currently budgeted at a lower amount, the excess cost of which could be offset by not spending another budgeted item within the same committee budget.
        - (1) Example: Decorations for a fundraiser end up costing \$500 more than budgeted; however the committee for the same fundraiser has not spent \$500 in their budget for print. Therefore, the two expenditures come from the same committee budget the budget change can be made with Council VP and Treasure approval.
      - iv. Expenditures Type 2: Expenditure items which are currently budgeted at a lower amount, the excess costs of which could be offset within another committee budget from the same council by not spending another budgeted item within the budget of another committee.
        - (1) Example: The Admissions Committee needed more funds in order to cover unbudgeted expenses of \$1,500. The Training & Education budget has \$1,500 that it was not going to spend in the current year. With the approval of Finance Committee, we can change the Admissions and Training & Education budgets to reflect the change.
  4. ALL BUDGET CHANGES OF THE ABOVE NATURE SHALL FOLLOW THIS PROCEDURE FOR APPROVAL:
    - a. \$0 - \$5000 - Changes under Items i and ii above must be approved by the Finance Committee.
    - b. Over \$5000 - Changes under Items i and ii above must be approved by a 2/3 vote of the Board of Directors.
    - c. \$0 - \$1,000 - Changes under Items iii and iv above that do not increase the net expenses within the same committee or council budget may be made with the approval of the appropriate Council VP and Treasurer, without approval of the Finance Committee.
    - d. Over \$1,000 - Changes under Items iii and iv above that do not increase the net expenses within the same committee or council budget must have prior approval from the Finance Committee.
- E. Expenditure of Funds
1. The President and Treasurer shall have signatory rights on all financial accounts. The President-Elect shall have signatory rights on all operating financial accounts. The Treasurer-Elect shall have signatory rights on all operating financial accounts except the JLSA corporate credit card.
  2. The President, President-Elect, Treasurer, and Treasurer-Elect shall have check signing authority. All checks greater than or equal to \$2,500.00 require two signatures.
  3. The Treasurer shall make payments in accordance with the budget. All expenditures must be included in the current budget and are subject to these Financial Policies.
  4. Any invoices received more than 180 days past the date of service will be referred to the Finance Committee.
  5. Member reimbursements require a receipt.
    - a. The Treasurer will deny payment on any Member reimbursements more than 30 days past they date of the event or by the end of the fiscal year (May 31), whichever comes first. An exception may be made upon recommendation by the Council VP, with approval from the Treasurer, if the expenditure is less than \$250 and by the Finance Committee if the expenditure is more than \$250.
    - b. If a receipt is lost, a member must re-create the receipt and have it verified by Committee Chair and Council VP. The receipt is to be presented for approval by the Council VP, with approval from Treasurer, if the expenditure is less than \$250 and by the Finance Committee if the expenditure is more than \$250.
  6. JLSA does not reimburse sales tax except when is required to be paid by nonprofit organizations under state law.
  7. Expenditures from \$500-\$2,499 must be approved by the Council VP. The three bid requirement for expenses from \$500-\$2,499 is at the discretion of each Council VP.
  8. Unless waived by the Council VP and Treasurer, expenditures with a value of \$2,500 or more will need three bids. Council VP approval and Treasurer approval is required for expenditures and cannot be waived. Situations that might necessitate waiving of multiple bids would be instances where there are not three providers or the current provider furnishes a service that is benefitted by an ongoing relationship.
    - a. Example: Using the same race management company multiple years in a row at the same location allows them to continually improve the course due to retained knowledge. Another example might be having our event at the same location year over year because it helps create better name recognition.
    - b. It is advised to obtain three bids for expenditures at least once every five years.



9. Expenses not provided for in the budget shall be incurred and paid only upon order of the Finance Committee or Board of Directors depending on the specified amount.
    - a. The Finance Committee may authorize expenditures of funds not provided for in the budget up to a total of \$5,000, and not more than \$2500 per item, upon the recommendation of the Treasurer and the Committee/Council requesting the change, without permission granted by the Board of Directors.
  10. Any single unbudgeted expenditure by the JLSA of more than ten thousand dollars (\$10,000) must be approved by a two-thirds (2/3) vote at a Board of Directors Meeting.
    - a. In order to be brought to vote, such expenditures must have been studied and investigated by the appropriate committee and/or council and notice given either at a previous Board of Directors meeting or in writing no less than seven days prior to the date of voting, the exception being any emergency maintenance expenditures necessary to continue the normal operation of any buildings occupied by JLSA functional.
    - b. When money is to be given to a project or agency where moneys from other sources are needed to insure a successful outcome, the motion for such expenditures must contain a contingency clause. This clause must state the time limit for raising the entire amount of money, or other conditions as predetermined by the appropriate committee.
    - c. Emergency expenditures of funds, not authorized in the budget, may be made by the Treasurer or President upon a vote of the Executive Committee when such expenditures are necessary to keep any buildings occupied by JLSA functional.
      - i. This emergency expenditure of funds applies only to serious situations which threaten the buildings operation such as major plumbing, electrical, air conditioning, or essential kitchen equipment repairs.
      - ii. The Board of Directors will be advised of the expenditure and cumulative total of emergency expenditures at the next Board of Directors meeting.
      - iii. The Board of Directors may vote to move moneys from one major account to another without affecting the net expenses of the approved budget when there is a need for funds in one account and a surplus of funds in another account.
- F. Contracts, Memberships, and Subscriptions
1. All contracts, including memberships and subscriptions, must be signed by the President and Treasurer. If only one signature is required, both the President and Treasurer review and the President signs.
  2. All contracts must be in the name of the league, "The Junior League of San Antonio, Inc." and not in the name of individual members.
  3. Contracts with a value of \$500-\$2,499 must have Council VP approval. The three-bid requirement for contracts with a value from \$500-\$2,499 is at the discretion of the VP.
  4. Unless waived by the Council VP and Treasurer, contracts with a value of \$2,500 or more will need three bids. Council VP approval and Treasurer approval of contracts is always required and cannot be waived. Situations that might necessitate waiving of multiple bids would be instances where there are not three providers or the current provider furnishes a service that is benefitted by an ongoing relationship.
    - a. Example: Using the same race management company multiple years in a row at the same location allows them to continually improve the course due to retained knowledge. Another example might be having our event at the same location year over year because it helps create better name recognition.
    - b. It is advised to obtain three bids for a contract at least once every five years.
  5. No volunteer or Member can make purchases on JLSA accounts or establish credit for JLSA.
  6. Authorized agents for JLSA accounts shall be:
    - a. President,
    - b. President-Elect,
    - c. Treasurer,
    - d. Treasurer-Elect,
    - e. Executive Director, and
    - f. Financial Administrator.
  7. All contracts must be uploaded to the JLSA official software for review by the Council VP, Treasurer, President, and Financial Administrator. The executed contracts must be remitted to the Financial Administrator for storage at JLSA Headquarters..
  8. All invoices or bills should be received at the JLSA headquarters so they can be timely paid by the Financial Administrator.
  9. If a member or volunteer receives an invoice for payment, she must submit it electronically to the JLSA headquarters before payment is due.
  10. Members presenting tax letters or other forms for exempt privileges must ensure that all items purchased are for JLSA use and benefit.
    - a. Members who include personal items within purchases made on the behalf of JLSA and receiving a discount or exemption may be subject to sanctions by the JLSA Board of Directors, including but not limited to restriction from making purchases on our behalf and removal from Placement requiring purchases.
- G. Donations

1. Because the primary purpose of the JLSA is to invest available moneys in undertakings, which develop and expand a significant service to the community while providing maximum education and training for the Membership, the JLSA shall not make donations per se to other organizations. An exception may be made at the discretion of the Community Council in cases of small donations (not to exceed \$100). Deviations from this donation policy must be approved by the Board of Directors.
- H. Member Events
1. All Member events should charge enough to cover the event cost.
- I. Cash Deposits
1. Currency or checks received directly by the JLSA will be immediately logged in a cash receipts journal and deposited daily into the JLSA account.
  2. The cash receipts journal and checks are forwarded to the JLSA Financial Administrator for review and processing. A bank deposit slip, in duplicate, is prepared and deposited into the JLSA operating account. A copy of the deposit slip is then given to the Financial Administrator for entry into the deposit log and subsequent deposit in accordance with current procedure. The Treasurer may waive the daily deposit if under \$2500.00. If held over, the deposit will be placed in a locked file cabinet overseen by the Executive Director and Financial Administrator.
    - a. The cash journal entry is prepared weekly by the Financial Administrator for all deposits and processed to the general ledger in the month the cash was received.
    - b. Bank statements may only be opened by the Executive Director who shall then forward them to the Financial Administrator. The Financial Administrator is responsible for reconciling the monthly bank statement to the general ledger within (20) days of receipt of bank statements.
- J. Corporate Credit Card & Debit Card
1. The corporate credit card and debit card is to be used exclusively for JLSA expenditures.
  2. The President, President-Elect, and Executive Director have signatory rights on the corporate credit card.
  3. The President, President-Elect, and all JLSA staff must have a signed Corporate Credit Card and Debit Card Use Agreement on file in the JLSA office.
  4. The Executive Director has signatory and PIN access rights on the debit card.
  5. The person issued the card is responsible for its protections and custody and shall immediately notify the Executive Director and Treasurer if it is lost or stolen. Additionally, the person issued the card must immediately surrender the card to the Executive Director or Treasurer when affiliation or placement with JLSA has ended.
  6. The President, President-Elect, Treasurer, Treasurer-Elect, Executive Director, and Financial Administrator have the authority to gain access to any information on the corporate credit card regarding the corporate credit card account.
  7. The corporate credit card account is to reflect the address of the JLSA.
  8. Copies of ALL receipts which were charged to the corporate credit card are to be supplied to the Financial Administrator immediately with instructions as to which budget line item charges are to be billed. Receipts must also show the date, purpose and name(s) for which the expense was incurred.
  9. Sales Tax will be paid only when applicable (i.e., hotels and car rental).
  10. Total account balance shall be paid in full each month.
  11. Credit card statements, along with receipts for all items to be paid, will be reconciled on a monthly basis by the Financial Administrator. These monthly reconciliations and credit card statements will be reviewed by the Executive Director on a monthly basis prior to the credit card payment being made.
  12. Monthly credit card statements and reconciliations will be reviewed at least quarterly by the Treasurer.
  13. If an authorized signer inadvertently charges personal items on corporate credit card or incurs sales tax expenses that are not applicable for reimbursement, a personal check for the full amount of the charges, made payable to the corporate credit card account name, must be issued and given to the Financial Administrator during the same billing period in which the charges were made. That personal check will be remitted to the card issuer along with the JLSA check. JLSA will not pay the bill and then seek reimbursement.
  14. Finance charges incurred will not be paid unless there is approval from the Finance Committee. If finance charges are incurred because an authorized signer did not submit a personal check to cover non-JLSA items or sales tax, the authorized signer will be responsible for paying the finance charges for that billing cycle.
  15. No ATM cash withdrawals or cash back purchases are to be made with the JLSA debit card.
  16. No JLSA Headquarter supplies are to be purchased with the corporate credit card without prior approval from the Treasurer.
- K. QuickBooks Online Account Policy
1. The Financial Administrator is the Master Administrator and Company Administrator for the JLSA QuickBooks Online account. No other JLSA members or staff members will have access to this level on the account.
  2. For business continuity purposes, the user name and password for the Financial Administrator's QuickBooks Online account will be maintained in the locked cabinet in the Executive Directors office.
  3. The Treasurer and Treasurer-Elect will each have the authority to gain access to the QuickBooks Online account under the Reports Only profile.

4. The JLSA member issued QuickBooks Online account access must complete QuickBooks training with the Financial Administrator and sign a release form annually.
  5. The Financial Administrator will be responsible for managing all access rights for the JLSA QuickBooks Online account.
- L. N. S. F. (Non-Sufficient Funds) Policy
1. When a check is returned marked NSF, a form letter signed by the Treasurer will be sent asking for payment of check plus a \$30.00 fee. This amount is payable by cash, money order or cashier's check. This amount is due within 10 days; due date will be noted in letter.
  2. If payment is not received by the deadline, a second letter will be sent, signed by the Treasurer, stating that if payment is not received within 5 days, the case will be turned over the District Attorney's Hot Check Division. Again, the due date will be stated in the letter.
  3. This policy is to be posted at any event where personal checks are accepted. Those persons taking checks on behalf of the JLSA will need to do their best to get current addresses.
- M. Cash and Credit Card Process Management
1. In order to receive cash on behalf of JLSA, a JLSA staff member or a member of the Board of Directors must be present at the event. The President and Treasurer will determine the amount of cash needed to have on hand for the purposes of making change and the Financial Administrator will be responsible for obtaining the required amount of cash.
  2. Cash can be put into and pulled out of the cash bags by a member of the Board of Directors or by individuals who have received appropriate training as determined by the Financial Administrator and are approved to handle cash by the Financial Administrator.
  3. If, during the event, the cash collected in an individual cash bag exceeds an amount to be determined in advance by the President and Treasurer, the cash should be picked up and transferred to the care of the individuals manning the Treasurers table and a replacement cash bag should be provided to the individual. When a cash bag is being transferred, at least two members (one of which must be a staff member or a member of the board of directors) must transport the bag.
  4. Levels of cash collected at the event shall be monitored by the Financial Administrator (or an individual designated in advance of the event by the board) and at a certain threshold, determined in advance of the event by the President and Treasurer and approved the Board of Directors, the financial administrator shall call for an immediate deposit to our bank in an amount sufficient to bring us back to our starting cash balance. When a cash bag is being transferred, at least two members (one of which must be a staff member or a member of the board of directors) must transport the bag to the bank to make the deposit should the amount of cash exceed \$1,000. If the cash to be transferred is less than \$1,000, only one person (a member of the staff or a member of the board) needs to make the delivery to the bank.
  5. Credit cards must be processed by individuals who have received appropriate training as determined by the Financial Administrator and are approved to process credit cards by the Financial Administrator.

## VII. INVESTMENT POLICY

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- A. Bank Accounts
1. It is recommended that a JLSA reserve bank account be maintained with the equivalent of five (5) months JLSA operating expenses. The assets in such reserve bank account shall be in cash or cash equivalents in order for ease of liquidation, if the immediate need arises.
  2. Additionally, the JLSA shall maintain at least one operating checking account. The balance maintained in the JLSA operating checking account shall be minimized at all times, so that funds excess to daily requirements can be maintained in an interest generating account.
  3. The JLSA may, from time to time, invest its available cash balances to earn interest until the cash is needed for operational expenses. The priority of drawing cash out for operational expenses shall be first from the operating checking account, then from the reserve bank account, and last from any additional investment account(s).
  4. All bank accounts held by the JLSA must be in a federally insured institution with the amount not to exceed the institution's maximum insured amount, unless approved by the Board of Directors."
- B. Investment Accounts
- a. See Exhibit B for Investment Policy Statement
- C. In General
1. All JLSA bank and investment accounts will be under the direct supervision of the JLSA Treasurer in consultation with the appropriate representatives from the JLSA governing body.
  2. The JLSA Finance Committee and the Board of Directors shall review a balance sheet showing the current balances in each JLSA financial account monthly. The JLSA Finance Committee and the Board of Directors shall review quarterly statements from any investment account manager. Annually, the JLSA Board of Directors shall review the diversification of any

investment account to ensure compliance with this investment policy, and also review the annual rate of return on the account.

## VIII. RESTRICTED FUND ACTIVITY

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- A. The JLSA may accept funds, which are restricted in use.
- B. The Board of Directors must approve the initial establishment of such a fund.
- C. All restricted funds are managed by the Treasurer, Treasurer-Elect and the Executive Director.
- D. Each restricted fund shall be recorded in a restricted fund listing which shall include the following information:
  - 1. The name of the restricted fund,
  - 2. The intended use of the fund,
  - 3. The title of the position responsible for approving disbursements from the restricted fund, and the name of the person holding that position of responsibility.
    - a. Persons authorized to sign checks for actual cash disbursement of moneys from a restricted fund, which have been appropriately approved for such disbursement, will be those to whom the Board of Directors shall give such authority from time to time.
    - b. Manual journal entries are prepared to expend funds for special projects.
- E. When all funds are depleted from a restricted fund it shall cease to be carried in the organizations restricted fund listing and cease to be accounted for on a current basis.
- F. Reestablishment of a restricted fund will require approval from the Board of Directors.

## IX. COMMUNITY ASSISTANCE FUND

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- A. The purpose of the Community Assistance Fund ("CAF") is to provide the JLSA with the flexibility to respond to short term, emergency needs of the community.
- B. Agencies experiencing or responding to an emergency or disaster which places the agency's operation or capabilities for service in jeopardy may apply to the JLSA for a limited grant to be awarded from the CAF.
  - 1. The nature of the emergency or disaster must be such that it could not nor should not reasonably have been foreseen or planned for in the agency's budgeting process.
  - 2. Agencies wishing to submit a CAF grant request should submit the letter of request on agency letterhead and return to the Vice President of Community at the JLSA Headquarters with the following information:
    - a. A copy of the agency's IRS letter of Determination of Tax Exempt Status, and
    - b. A copy of the agency's current budget.
  - 3. Agencies submitting a request for a grant from the CAF must meet the following criteria:
    - a. Agency must have tax-exempt status as a 501(c) (3) non-profit agency,
    - b. The written letter of request must be submitted on agency letterhead,
      - i. Requests for emergency funding must be for a specific purpose.
      - ii. Requests will not be considered for fundraising expenses, travel expenses, political expenses, general operating expenses, or sectarian religious projects.
    - c. Community Assistance Funds must benefit agencies within Bexar County and/or surrounding counties, and
    - d. The Agency must not have received a grant from the CAF within the current JLSA fiscal year.
  - 4. Unlike requests funded through community projects, disbursements through the CAF do not have to be accompanied by volunteer Placements.
  - 5. Community Assistance Funds must be used within 90 days and final accounting of expenditures must be submitted within 180 days.
  - 6. All grants are subject to contractual agreement.
  - 7. The Community Council and the Executive Committee must approve all CAF grants.

## X. EMPLOYEES

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- A. The JLSA may hire paid employees, including:
  - 1. Executive Director:
    - a. Duties:
      - i. Fundraising

- ii. Improve Community Visibility
- iii. Organizational and Volunteer Management
- iv. Staff Management
- v. Financial Management
- vi. Property Management
- vii. Required Attendance at monthly Board meetings, Finance Committee meetings, Fund Development Council meetings, budgeting meetings, Community Advisory Board meetings, and all major fundraisers.
- b. The Executive Director may, with approval of the Board of Directors, delegate these duties to other paid employees of the JLSA.
- c. In the event that the Executive Director position becomes vacant, the position will be filled by the Executive Committee and any others appointed to this task at the request of the Executive Committee.
- 2. Office Staff: The JLSA may create additional office staff positions upon approval of the Board of Directors. A Personnel Task Force appointed by the President will fill additional office staff positions.
- B. Further information about JLSA employees can be found in the Employee Handbook, and in each employee file kept in the JLSA office.

## **XI. Conference Delegates**

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- A. Selection:
  - 1. Conference Delegates for the annual AJLI fall conference are the President and President Elect.
  - 2. Conference Delegates for the annual AJLI winter conference are the President Elect and the incoming President Elect.
  - 3. Conference Delegates to the annual AJLI Organizational Development Institute shall be elected by the Executive Committee.
  - 4. Conference Delegates for the Annual Conference are the outgoing President, incoming President and incoming President-Elect. The outgoing President shall be the voting delegate unless otherwise designated.
  - 5. Conference Delegates to other meetings and conferences shall be selected by the Executive Committee.
  - 6. The President, with approval of the Executive Committee, shall appoint substitutes for Conference Delegates unable to attend conferences.
- B. Travel Arrangements
  - 1. Conference Delegates must share a hotel room. If there is an odd number of delegates, the President will decide who shares a room.
  - 2. Delegates will be reimbursed for the lowest fare available on airlines.
    - a. All airline tickets must be purchased at least 21 days in advance of the conference.
    - b. All upgrades, including, but not limited to, Early Bird, first, business, or comfort class will not be reimbursed. Any exception must be approved by the Treasurer.
- C. Reimbursements:
  - 1. If not provided by the hotel and/or conference, wi-fi/internet expenses will be reimbursed by the JLSA.
  - 2. Ground transportation to and from conference meetings in the destination city will be reimbursed by the JLSA. Ground transportation to and from the airport in San Antonio will not be reimbursed. Any exception must be approved by the Treasurer.
  - 3. Reimbursement will be made at the current legal rate to Conference Delegates who drive to conferences or meetings.
  - 4. JLSA does not reimburse for alcohol.
  - 5. JLSA will only reimburse for Conference Delegates.
  - 6. Conference Delegates will not be reimbursed for meals that are substituted for prepaid meals included in conference.
  - 7. Conference Delegates shall turn in all receipts and expense report to Financial Administrator within two weeks of return. Services such as restaurants, taxis airport limousines, etc. are accustomed to the business traveler. Conference Delegates should not hesitate to ask for a receipt.
- D. Cash advances will be made with JLSA Treasurer approval.
- E. Per Diem:
  - 1. The per diem rate will be the current federal rate for the city of San Antonio, or the current federal rate for the city being visited, whichever is higher, to include all meals, tips for maid service, taxis (with the exception of ground transportation to/from council location, etc.) It is the responsibility of the conference delegates to check with the office for the current per diem rate." The number of days a Conference Delegate is entitled to a per diem will be the days of the actual event plus 1 travel day.
  - 2. The Conference Delegate shall contact Financial Administrator at least 3 weeks before check (per diem) is needed.

## **XII. FUNDRAISING POLICIES**

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- A. The JLSA shall not act as a fundraising agent for the sole benefit of another organization nor are there money-raising activities put on for organizations other than JLSA beneficiaries.
  - 1. This does not preclude the formation of a coalition with another organization.
- B. For Profit Fundraising Policy:
  - 1. As a matter of policy, the JLSA will participate in fundraising activities under either of the following conditions:
    - a. That the project or product be either developed, produced, or otherwise owned or licensed exclusively to the JLSA; or
    - b. The JLSA may enter into coalition with for-profit companies or concerns to offer premiums for goods or services to our Membership and community at large under the following conditions:
      - i. Those such offers include a direct rebate or percentage of sales generated to be paid directly to JLSA; and/or
      - ii. Those such offers be made by materials either carried as inserts in JLSA mailings and mailed directly to our Membership at fees comparable to market rate for direct mail or publication insert, plus applicable postage to be paid by the vendor.
      - iii. In accordance with the Code of Ethical Standards (Adopted 1964; amended October 2014) of the Association of Fundraising Professionals and in order to protect the JLSA's status as a 501(c)(3) nonprofit organization by avoiding any situation that might be construed as networking or recruiting by or for Members, the JLSA shall not enter into any coalition or alliance with consultants, independent contractors, or affiliates for multi-level marketing companies for fundraising events. "Multi-level marketing" is defined as any marketing strategy in which the sales force is compensated not only for sales they generate, but also for the sales of the other salespeople that they recruit.
  - 2. The fundraising activities shall have the approval of Fund Development Council; and have the approval of the JLSA Board of Directors and/or Membership as required by the Bylaws.
  - 3. Please see XIV Fund Development Council Policies, Section G for additional guidance.
- C. Non-Profit Fundraising Policy
  - 1. Any coalition or combined effort with another organization in which the goal of the project would be to share funds would have to be approved according to JLSA policy.
  - 2. The proposal of such coalition should be evaluated and structured by the Research and Development Council, Fund Development Council and Community Council.
  - 3. The partner organization(s) should be researched by the Research and Development Council and approved by the Community Council.
  - 4. The proposed coalition and potential partner organization(s) should be submitted to the Board of Directors and General Members, as required by the Bylaws, for approval.
- D. Gift Acceptance Policy
  - 1. The JLSA values and will protect its integrity and independence and the freedom to pursue its Mission. This policy is designed to provide guidance to JLSA and to the general public to ensure that the process of giving and acceptance of charitable contributions and sponsorships is consistent with the Mission, Vision and Position Statements of The JLSA, as well as the stated purposes and priorities of JLSA.
  - 2. JLSA advises all prospective donors to seek the assistance of independent legal and financial counsel prior to making a contribution.
  - 3. Donations of money, goods and services may be sought from individuals, corporations and foundations. Acceptance of any contribution, gift or grant is at the discretion of the Junior League of San Antonio Board of Directors. Junior League of San Antonio will accept only those gifts that will further the League's Mission, goals and objectives.
  - 4. JLSA will not accept gifts that are too restrictive in purpose or inconsistent with the JLSA Mission, Vision and Position Statements and the JLSA's stated purposes and priorities or that limit the implementation of JLSA's programs and activities.
  - 5. JLSA will not accept gifts that may expose it to adverse publicity, or involve it in unexpected responsibilities because of their source, condition or purposes, or that require expenditures of money or time beyond the scope of the JLSA's resources.
  - 6. JLSA will not accept gifts that involve unlawful discrimination based on sex, age, national origin, color, disability or any other basis prohibited by federal, state, provincial or local laws and regulations. Nor will JLSA accept gifts that oblige it to violate any other law or regulation.
- E. The JLSA shall adhere to the Donor Bill of Rights, which is standard in the fundraising industry.

## **XIII. FUND DEVELOPMENT POLICIES**

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- A. The Vice President of Fund Development is responsible for the development of the Fund Development Plan to be presented at the April Board Meeting, unless otherwise specified by the President.
- B. Duties of the Fund Development Council include but are not limited to the following:

1. Coordinates and evaluates current fundraisers and ensure that all fundraisers raise funds for projects and programs of the JLSA,
  2. Oversees the matters relating to all fundraising activities of the JLSA in a professional, ethical and efficient manner to meet financial goals,
  3. Participates in development and evaluation of potential fundraising activities,
  4. Researches, organizes and decides on what fundraisers to present to Board of Directors each year,
  5. Conducts a yearly evaluation for each fundraiser at the first Fund Development Council meeting that is scheduled 21 days following the fundraiser,
    - a. All Fund Development Committee Chairs will provide to the Vice President of Fund Development a Fundraiser Evaluation within 30 days of the Fundraiser.
  6. Determines the two days for tax-exempt sales, those currently being events with silent auctions, and
  7. Reviews fundraising policies and makes recommendations to the Board of Directors.
- C. General Guidelines for JLSA fundraisers:
1. Fundraiser budgets must be realistic and achievable, based upon the specific facts and circumstances on an annual basis.
  2. All sources of revenue and expenses are to be identified.
  3. Specific plans to grow revenue should be identified.
  4. All plans to reduce expenditures are to be identified.
  5. Net proceeds are to be improved over prior years.
  6. To help JLSA achieve its Mission, JLSA will devote a reasonable percentage of its annual budget towards fundraisers throughout the year. In an effort to remain fiscally responsible, fundraiser expenses should range between 25% and 40% of the estimated event proceeds.
  7. Exceptions to the above guidelines require reasonable explanation and Finance Committee approval.
- D. Donor Solicitation:
1. The Fund Development Council Reviews Donation Contract Forms and makes recommendations to Finance Committee.
  2. All Donor Contract Forms must be completed with all information and provided to the JLSA Executive Director/office staff by the set deadline for inclusion in the Fundraiser and/or Fundraising printed material.
  3. Exceptions must be approved by the Fundraising Chair and Executive Director.
  4. Fundraising campaign or fundraising template communication must be approved by or signed by the President.
  5. All donor solicitation must have prior approval by the Fund Development Chair or her designee.
  6. Once donations are received, they should be acknowledged by sending a thank you note or something similar within three business days by the appointed designee as denoted in the fundraising plan.
- E. Fundraiser Contracts and Accounting:
1. The chair of each fundraiser shall prepare the contracts between merchants/event participants and JLSA, then seek JLSA Presidential/Executive Director approval, and any changes should be brought to the attention of the Fund Development Council.
  2. Contracts between fundraiser and vendors or prospective event participant are to reflect the JLSA name and address of record and signed by the President, Treasurer, and fundraiser representative.
  3. Fundraiser business managers and the Fund Development Council Chair will participate in Finance Committee Meetings to provide an accurate income and expense accounting.
  4. All fundraiser income and expenses will be allocated to the fundraiser year earned/expended and to the correct line item by event. The only exception shall be Annual Loyalty Fund contributions made concurrently with membership dues payments, which shall be allocated to the fundraiser year's income for the same league year as the dues are being paid. Any Annual Loyalty Fund donations made through May 31<sup>st</sup> independent of dues payment shall be allocated to the current fundraiser year's income.
  5. An inventory as of May 31 must be provided annually to the Executive Director of all JLSA assets used by the fundraisers that are located off site of the JLSA Headquarters.
  6. Any prepaid expenses must be presented and approved by the Finance Committee to be prepaid with the current year's monies to be reversed at June 1.
- F. Signature Fundraising Event is a sustainable fundraising activity that that supports the Junior League of San Antonio. A Signature Event is one whose brand recognition is equal to the brand recognition of the Junior League of San Antonio, Inc. Signature Fundraising Events will meet the following criteria:
1. The expense ratios are based on industry standards applicable to that fundraiser.
  2. A Signature Fundraising Plan including budget, fundraising ratios, and all volunteer requirements must be presented and accepted by the JLSA Board of Directors in April of the previous year by the incoming Fund Development Council Chair.
  3. The production of each Signature Event must mirror the image or the JLSA's Mission and the event must highlight the impact of the Junior League of San Antonio within the community.
  4. The Fund Development Council may nominate a fundraiser to become a Signature Fundraising Event. The event would be brought for vote before the Board of Directors. Qualification for consideration includes:
    - a. At least one previous year as a JLSA fundraiser.

- b. Proven interest by corporate donors and the community to support the event.
  - c. An event that is sustainable outside of Junior League member attendance.
  - d. A complete outline of volunteer hours needed from JLSA Mission credit shifts to support the event.
  - e. Identified areas to grow the event year over year.
5. In the event that an existing Signature Event should be phased out, a two-year plan should be created to phase out the existing Signature Event and the new Signature Event should be created, planned and brought in to take its place.
- G. For-Profit Alliance Guidelines: JLSA fundraising activities which are intended to drive traffic, advertise or profit for a for-profit business as a result of its alliance with JLSA, shall follow these guidelines:
- 1. The activity should generate a minimum of \$1,000 in revenue for JLSA, at least \$750 of which must be in cash
  - 2. The retailer must cover all expenses in administrative costs plus all hard costs (i.e., postage, refreshments, etc.).
  - 3. No for-profit business alliance activities will be held 7 days prior and 7 days following a Signature Fundraising Event, which are unrelated to the Signature Fundraising Event, unless approved by the Board of Directors.
  - 4. It is the responsibility of the for-profit business to ensure the monetary donations to the JLSA office during regular hours. Additionally, the for-profit business is required by policy and practice to provide general insurance to cover members during the fundraiser.
  - 5. As stated above in the Fundraising Policies, the JLSA shall not enter into any coalition or alliance with consultants, independent contractors, or affiliates for multi-level marketing companies.
- H. Auctions, Raffles, Award Items, and Other Prizes
- 1. Pursuant to the City of San Antonio Code of Ordinances Chapter 5, Section 5-10 making it "unlawful for any person to give away, or offer to give away, any live animal as a prize for, or as an inducement to enter, any contest, game or other competition, or as an inducement to enter a place of amusement; or offer such animal as an incentive to enter into any business agreement whereby the offer was for the purpose of attracting trade," the auction, raffle, or other award or offer of any live animal at any JLSA fundraiser is strictly prohibited.
  - 2. In order to protect the integrity of Membership and avoid liability issues, the auction, raffle, or other award or offer of any volunteer services by Members, including undefined or unrestricted services (e.g., "slave for a day"), at any JLSA fundraiser is strictly prohibited. This prohibition does not preclude the auction, raffle, or other award or offer of professional services by Members who hold appropriate licensure, bonding, and/or insurance for their trade.
  - 3. Should any Member have a concern about any particular item presented for auction, raffle, or other award or offer at any JLSA fundraiser, the following procedure must be followed to formally address the concern:
  - 4. The Member must deliver a formal letter (either via hard copy or email) to the Fund Development Council Chair specifying the item of concern and explaining the member's reasons for concern
    - a. The Member and/or the Fund Development Chair present(s) the Member's letter and concerns at the next scheduled Fund Development Council Executive Committee meeting;
    - b. The Fund Development Council Executive Committee votes on whether to recommend approving or not approving the auction, raffle, or other award or offer of the particular item of concern;
    - c. Should a majority of Fund Development Council Executive Committee vote not to approve the auction, raffle, or other award or offer of the particular item of concern, the Fund Development Council Chair will present the recommendation to the Board of Directors; and
    - d. Upon a majority vote of the Board of Directors, a final determination on the approval of the auction, raffle, or other award or offer of the particular item of concern shall be made.
- I. Penalties:
- 1. Possible policy violations will be researched by the Fund Development Chair.
  - 2. The Vice President of Fund Development will report any suspected violations to the Executive Committee.
  - 3. The Executive Committee will decide if a policy violation occurred and will impose the penalties, if any.
    - a. Any penalties will be assessed by the Treasurer.
  - 4. Unauthorized solicitation or persuasions:
    - a. Performed by a fundraiser committee Member will result in the fundraiser being fined dollar value donation from the fundraiser's gross income.
    - b. Performed by a non-fundraiser committee Member will result in the perspective donor being automatically designated as corporate.

## **XIV. COMMUNICATIONS POLICIES**

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- A. Graphic Standards:
- 1. The Graphic Standard Manual, available on the JLSA website or from the Vice President of Communications, outlines the requirements for proper use of the following;



- a. JLSA Logo Usage
    - i. The JLSA logo and name must be included on all printed materials.
    - ii. The JLSA logo will be available to all Members from the Communications Council or the JLSA office staff.
    - iii. Any and all use of the Junior League of San Antonio, Inc. logo must be approved by the Communications Council.
  - b. Approved Typography
  - c. Approved Name Usage/Abbreviations:
    - i. The following are JLSA approved names:
      - (1) Junior League of San Antonio, Inc.,
      - (2) Junior League of San Antonio,
      - (3) JLSA, Inc.,
      - (4) JLSA, and
      - (5) The League.
    - ii. On every first reference in a printed or electronic communication, the JLSA name must be written as 'The Junior League of San Antonio, Inc.,' or 'JLSA, Inc.'
    - iii. For all second and subsequent references in the same communication, the JLSA, should be written as 'The Junior League of San Antonio' or 'JLSA'.
  - d. Approved Colors.
  - e. Approved Design Elements.
- B. Website:
- 1. Review:
    - a. Content on the JLSA Website will be reviewed and updated at least weekly and as needed.
    - b. The entire site and its content will be reviewed on an annual basis.
    - c. Any site using the Junior League of San Antonio, Inc. name and/or logo MUST be a site connected with and endorsed by the JLSA. It is the League, not the individual member, which has been granted the rights to use the logo and name. Approval and oversight of the site(s) will be done by the Communications Council.
  - 2. Content:
    - a. The Vice President of Communications will direct the Website Manager for Website content and design updates.
    - b. The Website Manager will work in conjunction with appropriate committees and councils to get all information necessary for posting appropriate content to the website.
- C. Social Media Policy:
- 1. The Junior League of San Antonio encourages all members and staff to participate in and utilize social media to enhance the work and community contributions of its members.
  - 2. Social media integration provides exposure and generates positive publicity for prospective New Members, donors, and community partners.
  - 3. Any member and/or staff of JLSA that is using the Internet on behalf of or referencing the League is accepted to comply with the guidelines and rules outlined in this section.
  - 4. This policy serves in conjunction with "AJLI Social Media Guidelines".
  - 5. Applicable Social Media Platforms
    - a. Social Networking Sites, included but not limited to Facebook, Instagram, Twitter, Pinterest, LinkedIn, and Snapchat.
      - i. There are two (2) basic categories for pages used by JLSA and its members within social media platforms:
        - (1) "Official" and JLSA Regulated social media accounts (Public)
          - (a) These accounts are regulated and monitored by JLSA's Social Media Coordinator and/or Vice President of Communications.
          - (b) Public Accessibility: JLSA regulated social media pages are publicly accessible. Therefore, the information posted on these sites should not include any private League business.
          - (c) Publishing Requirements: Any material that is published to Official pages must be submitted in writing to the Social Media Coordinator.
          - (d) Post and Membership: Posting of comments and shared items will be monitored by the Social Media Coordinator and/or Vice President of Communications, who reserve the right to delete any material posted by members or non-members deemed inappropriate or not up to JLSA standards.
          - (e) Use of Logo and Disclaimers: JLSA must be referenced by its full name, "Junior League of San Antonio, Inc." All logos used must be approved JLSA logos. Official pages must include the trademark disclaimer listed in the Rules section of this Policy and "The content of this site is the responsibility of the Junior League of San Antonio, Inc."

- (f) Profile/Banner Photos: A JLSA approved logo/image should be used as the profile/banner photo for all official social media sites.
    - (2) "Closed" and Private Social Media Groups (Internal)
      - (a) These accounts are used as private, unofficial group pages created and maintained for JLSA Staff, Members, Sustainers, Councils and Committees for the conduct of business.
      - (b) Public Accessibility: Closed accounts are for JLSA Members who are of Sustainer, Active, New Members and On-Leave statuses. Membership is approved by site Administrators and will be reviewed annually to ensure all members are still active within the League.
      - (c) Publishing Requirements: All site members are able to post on closed JLSA pages, but information must be limited to JLSA business only. Posts will be monitored by the Social Media Coordinator and/or Vice President of Communications, who reserve the right to delete any material posted deemed inappropriate or not up to JLSA standards.
      - (d) Posts and Membership: Members are approved by site Administrators. Posts may or may not require authorization or permission by Administrators, on a page by page basis.
  - 6. **Respect the Privacy Rights of Others.** Take care not to post personal or confidential information about other Members or community partners. As a general rule, do not publish information about children or photos of children unless the proper approvals and/or releases have been obtained. This policy applies to personal Facebook pages as well.
  - 7. **Post Photos and Copyrighted Information with Permission Only.** Photos may only be posted upon receipt of proper release and/or permission from photo subjects. Obtain permission before posting copyrighted information.
  - 8. **Use JLSA Social Media Pages for JLSA Business Only.** JLSA social media pages should be used for JLSA business only and only if you are authorized to do so. Refrain from using JLSA social media pages for personal business or commercial solicitation. This is in keeping with AJLI and JLSA policies.
  - 9. Should a member dispute the decision of the social media coordinator and/or the VP of communications, that member may appeal the decision to the Board of Directors for final resolution.
- D. Membership Directory:
- 1. The JLSA membership directory is for the use of the JLSA only and cannot be used for the promotion of any activity unrelated to the JLSA.
    - a. It shall not be used by a Member or other individual for personal gain or made available for political, commercial, or solicitation purposes.
    - b. It shall not be used for any form of in-league campaigning.
    - c. The external use of the JLSA membership directory is not allowed without the express consent of the JLSA.
  - 2. The Membership Directory will be updated annually.
- E. Bid Solicitation Policy: The JLSA office staff manages and contracts with companies, to include bid specifications, pricing, timelines, and completion of the job.
- 1. Three Bid Process: The three-bid process is required for any item or product produced, including but not limited to printing and branded items.
    - a. A Member shall obtain three bids using the Bid Specifications Sheet that is available on the JLSA Website or from the Vice President of Communications.
      - i. Except when:
        - (1) A Member is able to obtain donated printing and/or product production, in part or in whole. The donated printing and/or product production must be approved by the Executive Director and/or the President and kept on file at the JLSA Headquarters.
        - (2) Approved by the Vice President of Communications.
    - b. A copy of each Bid Specification Sheet must be filed with the JLSA office staff.
    - c. Prior to the commencement of any print job, the Bid Specification Sheet must be reviewed and approved by the Vice President of Communications and Executive Director.
- F. Content and Design Policy:
- 1. All written communication and design must be reviewed and approved prior to printing to ensure that all copy and design accurately represents the JLSA in a positive and professional manner in content, appearance, and grammar.
  - 2. Approval Process:
    - a. The council or committee chair is responsible to ensure the sample is sent through the proper approval process outlined below.
      - i. The council VP or committee chair shall collaborate with her VP council or committee member to get the sample in its final form.

- ii. The council VP or committee chair shall submit all final draft samples to the Vice President of Communications and the President for review and approval.
  - iii. Each approver shall respond within two (2) business days.
    - (1) In the absence of a designated approver, the President or President-Elect will have authority to finalize all approvals.
- 3. Final Samples from all fundraisers and event invitations are the property of JLSA and are to be kept at the JLSA Headquarters.
- G. Unapproved Printing or Production: Invoices for printing or production that have not conformed to the Bid Solicitation Policy and the Content and Design Policy will not be paid or reimbursed by the JLSA.
  - 1. The individual submitting the invoice for printing without the necessary approvals will be responsible for any printing cost.
  - 2. Any exceptions must be approved by the Finance Committee and the Board of Directors.

## **XV. SIGNATURE PROJECT PROPOSAL POLICIES**

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- A. A Signature Project is a community project put on by the JLSA that addresses a current need in the community.
  - 1. The Signature Project typically lasts 3 to 5 years and covers a specific impact area.
  - 2. New Signature Projects may involve an existing agency or agencies or the development of a new one.
  - 3. Any agency that collaborates with the JLSA on a Signature Project must provide a copy of the IRS Letter of Determination of tax-exempt status under Section 501 (c)(3) of the Internal Revenue Code.
  - 4. Any agency that collaborates with the JLSA on a Signature Project must provide verification of general liability insurance with a minimum of \$1,000,000 coverage.
  - 5. New Signature Projects should be implemented upon completion of the current one.
    - a. Any new project or Placement that is implemented, as part of the Signature Project should follow the same guidelines as listed under New Placement Policies.
- B. The Signature Project Planning Committee:
  - 1. The Signature Project Planning Committee will:
    - a. Monitor and evaluate the current Signature Project on an annual basis, and
    - b. Research and develop new Signature Project Impact Areas.
  - 2. Signature Project Impact Area Guidelines are as follows:
    - a. Must have Membership interest and support,
    - b. Must meet a need in the community,
    - c. Must receive community recognition,
    - d. Potential 3-5-year JLSA involvement, and
    - e. Must have significant financial and volunteer support for the life of the project.
  - 3. New Signature Project Impact Areas must be approved by a 2/3 vote of the Board of Directors.
  - 4. Once approved by the Board of Directors, the new Signature Project Impact Areas will be presented and voted on by the Active Members.
- C. Members of the Signature Project Planning Committee consist of but are not limited to the following:
  - 1. Signature Project Chair,
  - 2. Research & Development Vice President,
    - a. Will chair the committee in the absence of a Signature Project Chair.
  - 3. Research & Development Researchers,
  - 4. Signature Project Researchers,
  - 5. President-Elect,
  - 6. Placement Committee Representative,
  - 7. Finance Committee Representative,
  - 8. Fund Development Representative, and
  - 9. Sustaining Advisors (1 or more).

## **XVI. PLACEMENT AND COMMUNITY PROJECT POLICIES**

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- A. Ongoing Placements:
  - 1. Ongoing Community Placements must receive the minimum number of volunteers to serve the needs of the project as determined by the agency and the Research and Development Council.

2. If the minimum number of volunteers is not received during the Placement process, the Placement will be re-evaluated and, if necessary, cancelled.
  3. Annual Review of Ongoing Placements:
    - a. Ongoing Placements of the JLSA will be evaluated annually by the Research and Development Council, with feedback from the Community Council, the Placement Committee, and the Finance Committee.
      - i. If after the annual review, the JLSA and/or agency needs are not being satisfied, the project will then be researched by the Research and Development Council.
      - ii. The Research and Development Council then makes recommended changes or alterations to the Community Council then to the Board of Directors.
    - b. A Community Partner of the JLSA must sign an annual contract or a Memo of Understanding with the JLSA before the Placement begins.
      - i. The annual contracts are legal documents that will be adhered to with regard to budget extensions and reallocations.
      - ii. In exceptional circumstances, the Community Council, the Finance Committee and the Board of Directors may approve requests for budget extensions and reallocations.
  4. Mid-year Review of Ongoing Placements: A mid-year review may commence, upon finding of a substantial change by the agency or JLSA.
    - i. Research and Development Council will conduct the mid-year review and present changes to the Board of Directors.
- B. New Placements:
1. New Placements of the JLSA will be implemented as needed in order to best serve the needs of the community and the Members.
  2. New Placements will be researched by the Research and Development Council as follows:
    - a. The Research and Development Council will research potential project opportunities through recommendations from the Signature Project Committee, done-in-a-day volunteers, and individual organizations.
    - b. Project Proposals approved by the Research and Development Council shall be sent to the Community Council and Board of Directors for approval.
      - i. Approval by the Board of Directors requires a two-thirds majority vote.
    - c. The JLSA will solicit requests (Project Proposals) from nonprofit community organizations and governmental entities, agencies or departments for JLSA volunteers and funding.
      - i. Agencies wishing to be considered must provide a copy of the IRS Letter of Determination of tax-exempt status under Section 501 (c)(3) of the Internal Revenue Code.
      - ii. Agencies, or the facility where the project is housed, must provide verification of general liability insurance with a minimum of \$1,000,000 coverage. If neither can provide valid proof of liability insurance covering volunteers that provide services at their sites, then Members may be asked to sign a waiver that they are volunteering at their own risk.
      - iii. Any funds requested in a Project Proposal must be tied directly to the work of JLSA volunteers.
    - d. The Research and Development Council may develop "JLSA Generated Projects" through its own initiatives to address community needs. These projects may be collaborations between JLSA and other entities.
- C. Community Projects:
1. The JLSA may create short-term partnerships with agencies for Community Projects. Community Projects include but are not limited to:
    - a. Done-in-a-day, and
    - b. Mission Credit opportunities.
  2. The JLSA will not enter into Community Projects for which the primary purpose is the encouragement of a particular religious faith.
  3. The JLSA shall not pay dues to other organizations for its volunteers.
  4. JLSA volunteers either in a Placement or participating in a Community Project shall not:
    - a. Be required to pay dues, or
    - b. Be required to join any auxiliary or affiliated groups with the project's agency.
- D. Community Grants:
1. JLSA may award cash grants to organizations, projects, or initiatives that have partnered with JLSA on a community placement or Done-in-a-Day project either currently or in the past.
    - a. Applications for funding may be accepted for consideration through a periodic grant cycle coordinated by Community Council.
    - b. Priority will be given to grant applications that support JLSA Position Statements.
    - c. Community grants are separate from Community Assistance Funding and funding provided to community partners through ongoing community placement or community projects.

## **XVII. CONFLICT OF INTEREST POLICY**

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- A. The purpose of the conflict of interest policy is to protect the JLSA's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a Member 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.
- B. Definitions:
  - 1. Interested Person: Any director or other Member who has a direct or indirect financial interest, as defined below, is an interested person.
  - 2. Financial Interest: A person has financial interest if the person has, directly or indirectly, through business, investment or family:
    - a. An ownership or investment interest in any entity with which the JLSA has a transaction or arrangement,
    - b. A compensation arrangement with the JLSA or with any entity or individual with which the JLSA has a transaction or arrangement, or
    - c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the JLSA is negotiating a transaction or arrangement.
  - 3. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.
- C. 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 Members considering the proposed transaction or arrangement.
  - 2. Determining Whether a Conflict Exists: After disclosure of the financial interest and all material facts, and after any discussions with the interested person, she shall leave the Board of Directors meeting while the determination of a conflict of interest is discussed and voted upon. The remaining members of the Board of Directors shall decide if a conflict of interest exists.
  - 3. Procedures for Addressing Conflict of Interest:
    - a. An interested person may make a presentation at the Board of Directors meeting, but after the presentation, she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
    - b. The President shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
    - c. After exercising due diligence, the Board of Directors shall determine whether JLSA 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.
    - d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board of Directors shall determine by a majority vote of the disinterested Directors whether the transaction or arrangement is in the JLSA's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, the Board of Directors shall make its decision as to whether to enter into the transaction or arrangement.
  - 4. Violations of the Conflict of Interest Policy:
    - a. If the Board of Directors 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.
    - b. If, after hearing the Member's response and after making further investigation as warranted by the circumstances, the Board of Directors determines the Member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.
- D. Records of Proceedings:
  - 1. The minutes of the Board of Directors 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 Board of Directors' decision as to whether a conflict of interest 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.

## **XVIII. WHISTLEBLOWER POLICY**

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- A. The JLSA requires its Board of Directors, Officers, Members and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. All Members, Officers, Board of Directors and employees of the JLSA must comply with all applicable laws and regulations and practice honesty and integrity in fulfilling their responsibilities.
- B. The matters which should be reported under this policy include suspected fraud, theft, embezzlement, accounting or auditing irregularities, unauthorized altering or destroying of documents, bribery, kickbacks, misuse of the JLSA's assets; suspected regulatory, compliance, or ethics-related issues, concerns or violations; or breaches in the JLSA's Code of Ethics.
- C. Reporting Responsibility: It is the responsibility of all Board of Directors, Officers, Members and employees to report violations or suspected violations of high business and personal ethical standards and/or applicable legal requirements (all such hereafter called "Violations") in accordance with this Whistleblower Policy.
- D. No Retaliation: No Board of Director, Officer, Member, or employee who in good faith reports a Violation shall suffer harassment, retaliation or, if applicable, adverse employment consequence. An employee who retaliates against someone who has reported a Violation in good faith is subject to discipline, up to and including termination of employment, and a Member who retaliates against someone who has reported a Violation in good faith is subject to discipline, up to and including termination of Membership. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the JLSA prior to seeking resolution outside the JLSA.
- E. Reporting Violations: Questions, concerns, suggestions or complaints regarding the ethical and legal standards noted above should be addressed directly to the Secretary.
- F. Title of Person to Whom Violations are Reported: The Secretary is responsible for investigating and resolving all reported complaints and allegations concerning the ethical and legal standards noted above and shall advise the Executive Committee of all such complaints and allegations as appropriate. She is required to report to the full Board of Directors at least annually regarding such complaints and allegations.
- G. Accounting and Auditing Matters: The Executive Committee shall address all reported concerns or complaints regarding corporate accounting practices, internal controls, or auditing brought to its attention. The Secretary shall immediately notify the Executive Committee of any such complaint and work with the Executive Committee until the matter is resolved.
- H. Acting in Good Faith: Anyone filing a complaint concerning a Violation or suspected Violation of the ethical and legal standards noted above must act in good faith and have reasonable grounds for believing the information discussed may indicate a breach of such standards. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.
- I. Confidentiality: Violations or suspected Violations may be submitted on a confidential basis by the complainant. Reports of Violations or suspected Violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.
- J. Handling of Reported Violations: The Secretary will notify the sender and acknowledge receipt of the reported Violation or suspected Violation within five business days. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

## **XIX. DISASTER POLICY**

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- A. The JLSA will adhere to the emergency closings of the San Antonio Independent School District.
- B. The JLSA will adhere to public warnings from city officials during times of disaster or crisis, and response to such public warnings will result in cancellation of any JLSA function.
- C. The President or her acting representative is authorized to cancel any JLSA event, as she deems necessary.
  - 1. If an event or function is cancelled due to a crisis out of the control of the JLSA, and the event or function was for a credit, the Members shall be credited as though the event or function had not been cancelled.

## **XX. PUBLIC ISSUES**

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- A. The JLSA may initiate and/or support action on a local, state or national public question.
  - 1. A two-thirds (2/3) vote of the Membership shall be required to initiate and/or support action on a local, state or national public question.
  - 2. When immediate action is necessary and there is not enough time for an Active Member vote, a quick endorsement procedure may be used, with the Board of Directors approving the action by a two-thirds (2/3) vote. The General Members shall be informed of all action taken at the next scheduled General Meeting.
- B. A study of the specific problems and the legislative or administrative measures involved be made before any action on a public affair issue is taken. The action taken shall be compatible with the JLSA current Position Statements, shall follow the Procedures for Public Policy, and shall be consistent with IRS regulations.

- C. A Position Statement is an official statement made in the name of the JLSA and must be reviewed annually by the Vice President of Community and presented to the Community Council. Changes at the recommendation of the Vice President of Community must be ratified by a two-thirds (2/3) vote of the Community Council, the Board of Directors and the Membership.

## XXI. PROCEDURES FOR PUBLIC POLICY

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- A. Action taken by the JLSA or any Standing Committee or Special Committee will be based on Membership approval of a Position Statement and compliance with these procedures.
- B. A Position Statement is any official statement made in the name of the JLSA.
- C. A Position Statement shall:
1. Address a major issue on the local, state or national level.
  2. Include a statement, which briefly defines the JLSA's position on an issue.
  3. Require annual review by the Board of Directors. Any technical changes must be approved by the Board of Directors. Requires ratification by Membership whenever a change occurs, other than statistical updates. Continuing involvement in a community project or task force is not necessary in order to ratify a Position Statement.
  4. Be consistent with the purpose and goals of the JLSA.
  5. Be in accordance with the JLSA tax-exempt status.
  6. Not support or oppose candidates for elective office.
  7. Not have to state the rationale for its adoption. However, informing the Membership regarding the rationale may be an important part of educating the Membership.
  8. Not have to state its own Plan of Action but may contain a Plan of Action as necessary and appropriate. Instead, a general Plan of Action may be adopted which relates to all Position Statements in order to allow flexibility and to take into consideration the then current needs, abilities, and resources available to the JLSA.
- D. The adoption of a Position Statement shall require:
1. Approval by the Community Council by a two-thirds (2/3) vote.
  2. Approval by the Board of Directors by a two-thirds (2/3) vote.
  3. Approval of legal counsel, when necessary.
  4. Education of the Membership (in advance of request for the vote), which shall include:
    - a. Information as to how the proposal relates to the activities of the JLSA and how the initiating group became concerned with the issue.
    - b. Supportive material (both pro and con when appropriate) in the SCRAWLS and at business meetings.
  5. Approval of the Membership by a two-thirds (2/3) vote of the Active Members present.
- E. Plan of Action regarding Position Statements: Given the current needs, abilities, and resources available to the JLSA, commitment to Position Statements may be demonstrated by any or all of the following actions:
1. Support efforts to research, develop, implement, and/or participate in programs, which support the Position Statements.
  2. Provide volunteers and/or funds for Placements, which support the Position Statements.
  3. Monitor legislation and local public policy.
  4. Take public action as a League regarding a particular issue.
  5. Educate Members and the local community about programs that support the Position Statements.
  6. Educate Members and the local community about problems and public issues that affect our community, and which relate to the Position Statements.
  7. Educate Members about legislation relating to the Position Statements and encourage Members to actively participate in the legislative process.
  8. Advocate when appropriate.
- F. The Position Statements of JLSA: Historically, the JLSA has demonstrated leadership and involvement in a wide range of community programs and support of a wide range of public issues. As part of its community involvement, the JLSA has identified a number of broad public issues, which affect our community. Each Position Statement is adopted because a recognized need has been identified in our community through the research and development of community Placements. Therefore, the JLSA adopts the following Position Statements:
1. ABUSE: The Junior League of San Antonio, Inc. recognizes that many types of abuse exist and supports efforts to combat any type of abuse such as, but not limited to substance abuse, physical abuse, domestic abuse, and neglect.
  2. AGING: The Junior League of San Antonio, Inc. supports efforts designed to ensure the physical, emotional, social, and economic wellbeing of the aging members of our community.
  3. ARTS: The Junior League of San Antonio, Inc. supports efforts to promote the Arts.
  4. CHILDREN: The Junior League of San Antonio, Inc. supports efforts designed to ensure the health and well-being of children.
  5. EDUCATION: The Junior League of San Antonio, Inc. supports efforts to fight illiteracy and to promote quality education for the people of San Antonio.

6. ENVIRONMENT: The Junior League of San Antonio, Inc. supports efforts to protect the environment in order to ensure the availability of our natural resources for future generations.
7. FAMILY PRESERVATION: The Junior League of San Antonio, Inc. supports efforts which foster a greater sense of self-esteem and personal responsibility so that individuals, families, and communities are strengthened.
8. VOLUNTARISM: The Junior League of San Antonio, Inc. promotes voluntarism and involvement in volunteer activities.
9. WOMEN: The Junior League of San Antonio, Inc. supports efforts to ensure that women have the opportunities and services essential to their intellectual, economic, social, mental, physical, and emotional wellbeing.

## **EXHIBIT B: Investment Policy Statement**

### 1. Policy

The overall investment goal is to maximize the return consistent with the risks that Junior League of San Antonio ("JLSA") is willing to accept as stated herein. This Investment Policy Statement ("Policy") applies only to the investment portfolio and not to the cash reserve required per JLSA bylaws and policies. Additionally, this excludes money earmarked for special projects or campaigns such as the Centennial Campaign.

2. Investment Objective: To provide for the long-term security of JLSA and to provide the opportunity to invest in new programs and facilities in the future. The portfolio is to be invested with the following objectives:
  - a. Primary objective is to preserve and enhance the real purchasing power of the investment assets over time, while providing a predictable contribution to the annual operating budget.
  - b. Secondary objective is capital appreciation of the investment portfolio over the long term thereby providing a hedge against the effects of inflation.
3. Asset Allocation: In line with the portfolio's return objectives and risk parameters, the mix of assets should be generally maintained as follows:

Asset Class	Minimum	Maximum	Target
Cash Equivalents	0%	10%	5%
Equities	40%	70%	60%
Fixed Income	30%	40%	35%

### 4. Investment Guideline

- a. Allowable investments:
  - i. Individual securities
  - ii. Mutual Funds
  - iii. ETFs
  - iv. Certificates of deposit
  - v. Money market accounts
  - vi. Fixed income investments
- b. Investment restrictions include the following and shall be strictly adhered to unless waived by a majority vote of the Finance Committee:
  - i. All investments must be U.S. dollar-denominated
  - ii. No more than 5% of the portfolio shall be invested in the securities (including debt and equities) of one corporation
  - iii. No securities may be purchased on margin or leverage
  - iv. No transaction in short sale will be made
  - v. Transactions in financial futures and options other than sales of covered stock option are prohibited
  - vi. All securities must be publicly traded.
- c. Fixed Income Guidelines:
  - i. Individual bond investments will consist of taxable fixed income securities with an investment-grade rating of Standard & Poor's BBB or Moody's Baa2 or better. The investment-grade rating would not apply to fixed income ETF or mutual funds.
  - ii. Additionally, U.S. Treasury, Certificates of Deposit, U.S. Government Agencies, Corporate Bonds, open-ended mutual funds and exchange traded funds are also allowable.



- d. Equity Guidelines:
  - i. Securities should consist of common and preferred shares of U.S. Corporations that are listed and traded on nationally recognized exchanges or over-the-counter markets, including American Depositary Receipts (“ADRs”).

5. Investment Management Firm Selection Process
  - a. Investment Management Firm should be chosen using the following criteria:
    - i. Past Performance should be considered relative to a mix of indexes having a comparable allocation to that of JLSA portfolio. Consideration shall be given to both consistency of performance and the level of risk to achieve the results.
    - ii. The investment style and discipline of the manager, and the consistency with which the manager adheres to this style.
    - iii. Level of experience, financial resources, and staffing levels of the firm.
    - iv. Fee Structure
6. Performance Evaluation
  - a. The performance of the JLSA investment portfolio and the Investment Management Firm's compliance with regards to this Policy will be monitored by the JLSA Finance Committee on a quarterly basis including a quarterly meeting with the Investment Management Firm. As part of this process the Finance Committee will evaluate the Investment Management Firm's performance in achieving the investment objectives outlined in this document over a three-year and five-year horizon. It is understood that most investments will go through cycles and there will be periods of time in which the Investment Management Firm will fail to meet their expected performance targets.
  - b. The Investment Management Firm will meet with the JLSA Board of directors (the "Board") annually and submit an annual report.
  - c. Investment Management Firm performance will be evaluated as follows:
    - i. The Board will review performance of the Investment Management Firm on an annual basis.
    - ii. The Board will review performance results of the Investment Management Firm against a blended market index weighted to match the asset allocation of the investment portfolio.
    - iii. If the Investment Management Firm underperforms for four consecutive quarters or two consecutive calendar years, the firm will be under watch.
    - iv. The Board may change the Investment Management Firm at its option.
    - v. The Investment Management Firm RFP process must be completed once every five years (measured from the time of the last completed RFP) with the option to begin the process earlier at the discretion of the Board.
  - d. Performance should be reported in rates of return and changes in market value. The returns should be compared to appropriate market indices, and should be reviewed for the most recent quarter, 1-year, 3-year and 5-year time periods. Performance of the portfolio will be examined after the deduction of investment management fees. The portfolio's asset allocation should be reported on a quarterly basis. Risk, as measured by volatility or standard deviation, should also be evaluated, while recognizing that this evaluation may not be meaningful over periods of fewer than three years.
  - e. The following key points should be addressed at each quarterly review:
    - i. Determine that the investment manager performed in adherence with the investment philosophy and policy reflected in the Investment Policy Statement;
    - ii. Review the compliance to the desired asset allocation and investment policies;
    - iii. Review the suitability of current assets and ability of the portfolio to meet our cash flow needs;
    - iv. Discuss the current economic outlook and investment plans;
    - v. Review relevant statistics on the investment performance including comparisons to market based indexes;
    - vi. Review shortcomings of the policy that emerge in its practical operation or significant modifications that are recommended by the investment manager.
  - f. The performance benchmarks that should be considered are:
    - i. Meet or exceed CPI plus 5%, net of management fees and expenses. This should be considered over a period long enough to account for short-term market cycles.

- ii. Obtain a rate of return equal or greater than those of a blended market index comparable to our portfolio allocation while avoiding excessive risk. The return should be based on account growth, net of contributions and withdrawals. The expense of investment management fees should be factored into the return.
7. Investment Performance Committee
    - a. As part of the Finance Committee quarterly investment performance review, a sub-committee will be comprised of at least three members. This sub-committee will be comprised of past Treasurers who are active or sustaining members of JLSA, one of which should be the immediate past Treasurer.
    - b. The purpose of this sub-committee is to provide continuity and historical information as related to the Investment Performance Evaluation process outlined above in Section VI. This sub-committee will meet with the Finance Committee in April, July, October and January when the Investment Management Firm attends to review investment portfolio performance.
  8. Spending Policy
    - a. The investment annual withdrawal rate is determined by a calculation, which we have outlined below. The amount available to spend in the coming year is reviewed by the Finance Committee annually at the February meeting and is finalized no later than March 31st so that it may be incorporated into our annual budget for the coming fiscal year.
    - b. To preserve the principal and ensure its availability in future years, the amount to be spent is recommended to be 3% of the investment base. The investment base is calculated based on the average fair market value, at quarter end, of the prior 12 quarters.<sup>1</sup> The approvals for selecting the annual withdrawal rate would be as follows:

Withdrawal Rate Range	Approval Requirements
Withdrawal Rate < 3.5%	No additional approvals required outside of the annual budget approval process
Withdrawal Rate ≥ 3.5% but < 4.0%	Subject to approval by a simple majority vote from Finance Committee and the Board of Directors
Withdrawal Rate ≥ 4.0%	Subject to approval by a simple majority vote from Finance Committee, Board of Directors and voting members of the JLSA General Membership

- c. To ensure JLSA is consistently reviewing ways to improve operating efficiencies, the Finance Committee and Board of Directors cannot authorize a withdrawal rate greater than or equal to 3.5% for more than 5 consecutive years without a vote by the JLSA General Membership.
- d. The Finance Committee will review its spending assumptions annually to decide if any changes necessitate amending the organization’s spending policy, its target asset allocation, or both.

<sup>1</sup> We will use the quarter end statements from the requisite number of quarters to have a total of 12 quarters of consecutive data. For the statements ending before the sale of the building these values will be adjusted by adding in the net proceeds of the building, which was \$3,361,984 minus the \$140,700 which will be used to establish our cash reserve account of \$150,000 (i.e., \$3,221,284 will be added to the prior statements of data).

For the two quarters between the sale of the building and the development of the IPS statement, we will use the value of the quarter end minus \$140,700 which is being used to fund our cash reserve in June 2019.

The first valid quarterly end statement will be June 30, 2019, assuming the money needed to fund the cash reserve is transferred out of the investment account prior to the end of the quarter. If not, the first valid quarterly statement will be September 30, 2019. At the end of each upcoming quarter, the oldest quarter of data drops off.