



# HOW TO START A TRIBAL POLICE ATHLETIC/ACTIVITIES LEAGUE

DEVELOPED BY NATIONAL PAL IN CONJUNCTION WITH THE TRIBAL DATABASE

## What is the National Police Athletic/Activities League?

The National Police Athletics/Activities Leagues, Inc. exists to prevent juvenile crime and violence by providing civic, athletic, recreational and educational opportunities and resources to PAL Chapters. As a membership organization, National PAL provides local Chapters with resources and opportunities to grow their own programs and enhance the quality of individual programming.



## National PAL Mission Statement

The National Association of Police Athletic/Activities League (National PAL) and its chapters work nationwide promoting the prevention of juvenile crime and violence by building relationships among kids, cops and community through positive engagement.

## How Can National PAL Help You Get Started?

National PAL provides funding opportunities through various grants, general liability protection programs, programming opportunities through affiliate organizations, and goods and services provided by corporate partners and supporting organizations. In addition, National PAL provides Chapter members opportunities to bring youth and law enforcement together to help young people grow into successful community members and to build positive relationships between kids and cops.

If you would like to start your own PAL Program in your tribe, please contact Jeff Hood, Executive Director of National PAL, at [jhood@nationalpal.org](mailto:jhood@nationalpal.org) or by calling (561) 745-5535.

A little over 70 years ago, six Chapters on the eastern seaboard joined together to form an association to share ideas and resources and compete in several sports. Today, there are over 300 PAL Member Chapters in law enforcement agencies servicing various cities throughout the United States, including the U.S. Virgin Islands; serving youth ages 5 to 18.

It is based on the conviction that young people - if they are reached early enough - can develop strong positive attitudes towards police officers in their journey through life toward the goal of maturity and good citizenship. The PAL program brings youth under the supervision and positive influence of a law enforcement agency and expands public awareness about the role of police officers in building a strong community. PALs also reinforce the responsible values and attitudes instilled in young people by their parents. When a young person respects a police officer on the ball field, gym or classroom, the youth will likely come to respect the laws that police officers enforce. Such respect is beneficial to the youth, the police officer, and the community in general.



## PAL Program Implementation Ideas

PAL Chapters all across the nation have implemented a wide range of programs in different areas. Take a look at the ideas below to see what sorts of activities would be of most interest in your community!

### Athletics

- Archery
- Baseball/Softball
- Basketball
- Boxing
- Cheerleading
- Fitness & Nutrition Courses
- Football
- Kickball
- Lacrosse
- Self Defense (Karate, Wrestling, etc.)
- Soccer
- Swimming
- Track & Field

### Outdoor-based

- Boating/Canoeing/Kayaking
- Camping
- Fishing
- Hiking
- Horseback Riding
- Rock-climbing
- Mountain Biking
- Skiing/Snowboarding

### Character Development & Education

- Career Development
- College Prep
- Community Service
- Family Counseling
- Homework Help
- Law Enforcement Relations Programs
- Public Speaking Courses
- STEM Activities
- Teen Nights
- Youth Leadership Clubs

### The Arts

- Audio/Visual Editing
- Cooking
- Dancing
- Debate Teams
- Fine Arts
- Graphic Arts Course
- Journalism
- Music Lessons
- Pottery
- Theater & Drama
- Yoga

## In Your Native Community

Some other activity ideas that you can use in your community include;

- Culture Camp (activities targeting the preservation of culture)
- Native language retention activities
- Running clubs
- Traditional gardening
- Traditional art (beading, basket weaving, quilting, etc.)





## Steps to Developing a Successful Tribal PAL Program

**Examine the reasons for starting your PAL. Does one or more of the following conditions exist in your community?**

- A potentially dangerous situation exists which may lead to juvenile crime or violence.
- An increase in delinquency incidents involving youth during non-school hours.
- There is a lack of suitable recreational facilities and educational activities for youth in your reservation/community.

**Survey your reservation/community to determine what programs are wanted but not yet available.**

- Review juvenile crime statistics
- Contact the Tribal Council and other agencies to solicit their assistance
- The tribal police department, schools, juvenile justice commissions and neighboring police agencies can help in assessing your reservation/communities' needs.



A PAL program cannot materialize without a commitment from the Chief of Police and Tribal leadership. Meet with them to discuss how they envision the PAL structure. Along with the chief administrator's support, community backing is vital for a PAL. Once support is developed, a Board of Directors should be formed.

## STEP 1 - DEVELOP THE STRUCTURE

### Establish a Board of Directors

- The Board of Directors should consist of key figures including, but not limited to, the chief of police or sheriff, police officers, tribal elders, tribal council members, media representatives, businessmen and women, corporate leaders, an accountant, a lawyer, an insurance representative, school personnel, parents, and service club representatives.
- It is helpful to have recognizable individuals in your community involved in your PAL in an effort to further your initiative. The Board of Directors should determine its function as either a **Functioning Board**\* or as a **Policy-Making Board**\*.

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*\*Functioning Board – usually for smaller and start-up nonprofits, typically more involved in day-to-day work in addition to high level governing work and fundraising*

*\*Policy-Making Board – also known as a “governing board” is typical of larger or well established nonprofits; is more involved in enacting policy and fundraising efforts, while allowing full time staff and volunteers to complete the day-to-day work*



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## STEP 2 – ESTABLISH ARTICLES OF INCORPORATION AND BY-LAWS

Once the board has been established; articles of incorporation, by-laws, tax status, insurance needs and the tribal resolution must be developed. To complete the organizational process, Articles of Incorporation and Bylaws must be drafted.

**Note:** To be a new member of NPAL, the local PAL must include their bylaws and articles of incorporation and the word PAL or Police Athletic League must be in their name of the organization.

### 1. Your First Meeting

- Call together all interested individuals (at least four are recommended)
- Elect a temporary Chair and Secretary
- Adopt a motion to form a chapter
- Appoint a Bylaws Committee to develop the organization's Bylaws and Articles of Incorporation
- Designate a time and place for the next meeting
- Adjourn the meeting (by general consent). On all IRS documents, the date of the first meeting is the date of incorporation.

### 2. Your Second Meeting

- Call the meeting to order
- Read and approve minutes of the previous meeting
- Approve, adopt and sign the Articles of Incorporation and the Bylaws
- Elect the officers in accordance with the Bylaws
- Discuss programs and projects, and create a tentative schedule
- Establish a date and time for the next board meeting
- Adjourn the meeting

### 3. Organize a set of Bylaws for the organization.

### 4. Establish a bank account.

### 5. Incorporate. In order to incorporate you must:

- Choose and reserve a name
- Submit both the Articles of Incorporation and the application for franchise tax exemption (Form 1023/SS4) to the Secretary of State and pay the filing fee.
- The Federal tax exemption (Form 1023/SS4) must be filed within 15 months after incorporation. After receipt of the exemption letter, there must be an annual report submitted to the state and federal governments for retention of this status.

### 6. File for a 501(c)(3) Federal tax exemption with the Internal Revenue Service.

- You must have a set of bylaws to incorporate with the IRS.





## STEP 3 – PURCHASE INSURANCE

All PAL programs must be covered by individual insurance programs.

*Note: National PAL offers insurance coverage through preferred companies.*

In order of importance, the insurance needs that should be considered are:

1. General liability
2. Directors and officers liability
3. Participant coverage
4. Workers Compensation Insurance for employees, if applicable
5. Auto insurance for PAL vehicles, if applicable
6. Fire and Property insurance for your PAL building and equipment, if applicable.

## STEP 4 – DEVELOP PROGRAM GOALS & OBJECTIVES

Once the organizational process is complete, the Board must decide on goals and objectives of the organization and the programs that are most needed in the community and the most manageable for your PAL. Initially, determine the programs most needed in your community and those most manageable for your PAL.

## STEP 5 – DEVELOP AN OPERATING PLAN

There are four fundamental ingredients paramount to a successful PAL: staff, volunteers, facilities and finances. There must be at least one program staff supported by a couple volunteer mentors with meetings taking place once a week.

### 1. Staffing

- Staff can be sworn officers, civilians, retired police officers, etc. Each PAL is unique and the decision on how to staff a PAL is best made on the local level.

### 2. Volunteers

- It is recommended that you find a variety of people to volunteer for your programs. Police officers are important volunteers in that they emphasize and reinforce the PAL message to the kids participating in the programs. Elders and schoolteachers are experienced leaders and valuable assets when working with children. Background checks must be done on all prospective volunteers working with children.

### 3. Facilities

- Utilizing free public space and facilities for your PAL is both convenient and cost efficient for your programs. Parks, community centers, schools, and police recreation buildings often offer this service to PAL. It is important to develop a working relationship with various organizations so that they may help you in the maintenance of playing fields, facilities and in the use of recreational equipment.



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## 4. Financing

- Financing your PAL is a challenging task. However, money is available if you look in the right places, and if you are able to tap the necessary resources. It is always good to apply for tribal, state, and federal grants, but you should not heavily rely on them. Your best resource for funds is your business and working community. Approach a business and/or a community leader to chair your fundraisers.

## STEP 6 - MARKETING PAL

The following areas should be considered when marketing your PAL.

- Know the youth in your community so that you may target your programs accordingly
- Solicit contributions and support from parents and volunteers,
- Contact the business community for donations of their time and money, and
- Identify leading corporations and foundations that may award special monetary grants and/or ongoing support.

## Frequently Asked Questions about Starting a PAL

### 1. I don't know a lot about PAL, how do I get started?

*National PAL will assist you in directing you to get a PAL started in your community. For more information contact Jeff Hood, Executive Director of National PAL, at [jhood@nationalpal.org](mailto:jhood@nationalpal.org) or by calling the National PAL office at (561) 745-5535.*

### 2. I work for a small police/sheriff department with a limited budget, would it still be feasible for us to start a PAL Chapter?

*Yes, the unique thing about PAL is that you can start a program as small or as big as you want. First, you must assess all of your resources both outside as well inside the police/sheriff department, and then determine the size of the program and what activities you should offer. Getting officers to volunteer as coaches and mentors is of great benefit and a mandatory requirement.*

### 3. Where do we get the funds and how much do we need to start the program?

*Funding the program can sometimes be the biggest challenge. This is the time to tap into all of your local resources. Contact your local banks, corporations, restaurants, etc., and ask them to provide a donation to your program. You may want to ask an accountant to do the books for the program or an attorney to do the 501(c)(3) incorporation papers. Most of the time you can get someone to do this work pro-bono. Reaching out to your community and taking advantage of all the available resources is key to minimizing your expenses. This is also determined by how many youth you plan to have in the program, the activities and programs you will offer, cost of insurance, uniforms if necessary, as well as any other expenses associated with that sport or activity.*

### 4. How do I get community and volunteer support of the program?

*A key to getting community support for your program is to involve your local media such as your local television station, radio stations, and local newspaper. Let them know what you are doing, the positive effects of the program will have on the community, and why it is important. Invite them to events and ask them to do a feature article or television clip on your program. The point is to advertise the program which will help you get volunteers to help you run the program.*



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## 5. Once we decide to start a PAL program, where do I find the youth?

*First you must determine what area in your community you want to reach. Once you do that, go to the local schools and ask them to help you promote the program to the youth and parents. You can also advertise the program throughout your community through other civic group organizations. The quality of programs is the very important. If it's excellent, you don't need to find them, the youth will find you!*

## 6. What age group of youth should we target?

*PAL primarily serves kids ages 5 to 18. While starting with any age group is fine, we recommend that you start with the younger youth first. Youth that are entering their teens can be more difficult to reach because they have already established patterns of behavior, while the younger youth can be guided a little easier.*

## 7. Do we need our own PAL building to conduct the sports and activities that we will offer?

*No, in fact most new PAL Chapters do not have a building of their own. That is something that usually comes later. Most PALs start off by using a local community school, civic group building, or church auditorium. Many police/sheriff departments partner up with their local recreation center or school and work hand in hand to make it happen.*

## 8. What programs/activities should I offer when we start the program?

*The program should include activities that will appeal to the youth of your community and centered on the resources you have available. A PAL program should encompass these few areas:*

- *Character Development*
- *Homework Assistance and Academic Enrichment*
- *Arts and Cultural Enrichment*
- *Recreational Activities*

## 9. What type of insurance will we need for our PAL?

**Liability Insurance** – *Liability insurance is a must. You do not want to get caught without that coverage in the event of a lawsuit. At a very affordable cost, you can purchase \$1,000,000.00 in coverage through National PAL's policy. This policy extends coverage to all the PAL youth, coaches, volunteers, police officers, and anyone directly associated with the program.*

*Other options are **Accidental/Medical Insurance** and **Directors and Officer Insurance**.*

## 10. What makes PAL different from all other juvenile programs?

*Cops and kids working and playing together is what PAL is all about. If a child learns to respect a police officer as their mentor or as a friend on the playing field, chances are they will respect that officer on the streets.*



## Establishing By-laws

By-laws are integral to starting your own PAL chapter. Below is an example of by-laws used by another established PAL organization. Be sure to develop your bylaws that are relevant to your tribes own policies, and in ways that make the most sense for your community.

### BYLAWS OF CHAPTER POLICE ATHLETIC LEAGUE

#### ARTICLE 1: OFFICES

##### Section 1. Principal Office

The principal office of the corporation is located 115 Kent Road, Township of Chapter, County of Monmouth, State of New Jersey.

##### Section 2. Change of Address

The designation of the county or state of the corporation's principal office may be changed by amendment of these bylaws. The board of directors may change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed, nor require, an amendment of these bylaws:

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

Dated: \_\_\_\_\_, 20 \_\_\_\_

##### Section 3. Other Offices

The corporation may also have offices at such other places, within or without its state of incorporation, where it is qualified to do business, as its business and activities may require, and as the board of directors may, from time to time, designate.

#### ARTICLE 2: NONPROFIT PURPOSES

##### Section 1. IRC Section 501(c)(3) Purposes

This corporation is organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code.

##### Section 2. Specific Objectives and Purposes

The specific objectives and purposes of this corporation shall be: To give every child the opportunity to participate in everyday childhood activities in a safe and caring environment.

We do this through a number of programs. Our goal is to provide diversity in our programs in order to reach the greatest number of young people.

We also strive to foster a partnership between the youth and the police officers in the community. This in and of itself is a tremendous asset to our community. Whenever you have young people in the community playing and working with police officers, the community will benefit.





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PAL is a non-profit organization that offers children in Chapter the opportunity to participate in youth sports.

Our sports mission is to organize and develop highly competitive PAL teams comprised of players from the Chapter area and its surrounding communities. We expect to provide our players with dedicated experienced coaching that will not only teach the physical aspects of each sport, but also a deeper understanding of how to play the games while maintaining high standards of excellence promoting good sportsmanship, teamwork, and respect for the individual.

The goal of the PAL program is for every player to get the most out of his/her sporting experience by having fun, developing sound skills and working within a team-oriented culture that fosters a winning attitude. We expect to teach them the fundamentals of our sports programs, while helping them constantly challenge themselves to achieve, improve, progress and learn. Each person that joins the PAL accepts the commitment to become the best that they can possibly be.

We look forward to a great year and we encourage all parents to be as involved as possible to help make this a positive experience for your child. PAL parents should set the standard for good sportsmanship and encouragement at all times. We expect the kids to play hard at all times, to work together and to have FUN playing all sports!

## ARTICLE 3: DIRECTORS

### Section 1. Number

The corporation shall have **(Desire Number)** directors and collectively they shall be known as the board of directors.

### Section 2. Qualifications

Directors shall be of the age of majority in this state. Other qualifications for directors of this corporation shall be as follows: \_\_\_\_\_

### Section 3. Powers

Subject to the provisions of the laws of this state and any limitations in the articles of incorporation and these bylaws relating to action required or permitted to be taken or approved by the members, if any, of this corporation, the activities and affairs of this corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the board of directors.

### Section 4. Duties

#### It shall be the duty of the directors to:

- a. Perform any and all duties imposed on them collectively or individually by law, by the articles of incorporation, or by these bylaws;
- b. Appoint and remove, employ and discharge, and, except as otherwise provided in these bylaws, prescribe the duties and fix the compensation, if any, of all officers, agents, and employees of the corporation;
- c. Supervise all officers, agents, and employees of the corporation to assure that their duties are performed properly;
- d. Meet at such times and places as required by these bylaws;
- e. Register their addresses with the secretary of the corporation, and notices of meetings mailed or telegraphed to them at such addresses shall be valid notices thereof.



## Section 5. Term of Office

Each director shall hold office for a period of **(Desired Term)** until his or her successor is elected and qualifies.

## Section 6. Compensation

Directors shall serve without compensation except that a reasonable fee may be paid to directors for attending regular and special meetings of the board. In addition, they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their duties. Any payments to directors shall be approved in advance in accordance with this corporation's conflict of interest policy, as set forth in Article 9 of these bylaws.

## Section 7. Place of Meetings

Meetings shall be held at the principal office of the corporation unless otherwise provided by the board or at such other place as may be designated from time to time by resolution of the board of directors.

## Section 8. Regular Meetings

Regular meetings of directors shall be held on a quarterly basis at 6 p.m., unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next business day.

If this corporation makes no provision for members, then, at the regular meeting of directors held on the first Monday of January (unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next Monday) annually, directors shall be elected by the board of directors. Voting for the election of directors shall be by written ballot. Each director shall cast one vote per candidate, and may vote for as many candidates as the number of candidates to be elected to the board. The candidates receiving the highest number of votes up to the number of directors to be elected shall be elected to serve on the board.

## Section 9. Special Meetings

Special meetings of the board of directors may be called by the chairperson of the board, the president, the vice president, the secretary, by any two directors, or, if different, by the persons specifically authorized under the laws of this state to call special meetings of the board. Such meetings shall be held at the principal office of the corporation or, if different, at the place designated by the person or persons calling the special meeting.

## Section 10. Notice of Meetings

Unless otherwise provided by the articles of incorporation, these bylaws, or provisions of law, the following provisions shall govern the giving of notice for meetings of the board of directors:

- a. **Regular Meetings.** No notice need be given of any regular meeting of the board of directors.
- b. **Special Meetings.** At least one week prior notice shall be given by the secretary of the corporation to each director of each special meeting of the board. Such notice may be oral or written, may be given personally, by first class mail, by telephone or by facsimile machine, and shall state the place, date, and time of the meeting and the matters proposed to be acted upon at the meeting. In the case of facsimile notification, the director to be contacted shall acknowledge personal receipt of the facsimile notice by a return message or telephone call within twenty-four hours of the first facsimile transmission.
- c. **Waiver of Notice.** Whenever any notice of a meeting is required to be given to any director of this corporation under provisions of the articles of incorporation, these bylaws, or the law of this state, a waiver of notice in writing signed by the director, whether before or after the time of the meeting, shall be equivalent to the giving of such notice.



## Section 11. Quorum for Meetings

A quorum shall consist of **THREE (3)** of the members of the board of directors.

Except as otherwise provided under the articles of incorporation, these bylaws, or provisions of law, no business shall be considered by the board at any meeting at which the required quorum is not present, and the only motion which the chair shall entertain at such meeting is a motion to adjourn.

## Section 12. Majority Action as Board Action

Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present is the act of the board of directors, unless the articles of incorporation, these bylaws, or provisions of law require a greater percentage or different voting rules for approval of a matter by the board.

## Section 13. Conduct of Meetings

Meetings of the board of directors shall be presided over by the chairperson of the board, or, if no such person has been so designated, or in his or her absence, the president of the corporation, or in his or her absence, by the vice president of the corporation, or in the absence of each of these persons, by a chairperson chosen by a majority of the directors present at the meeting. The secretary of the corporation shall act as secretary of all meetings of the board, provided that, in his or her absence, the presiding officer shall appoint another person to act as secretary of the meeting.

Meetings shall be governed by Robert's Rules of Order, insofar as such rules are not inconsistent with or in conflict with the articles of incorporation, these bylaws, or with provisions of law.

## Section 14. Vacancies

Vacancies on the board of directors shall exist (1) on the death, resignation, or removal of any director, and (2) whenever the number of authorized directors is increased.

Any director may resign effective upon giving written notice to the chairperson of the board, the president, the secretary, or the board of directors, unless the notice specifies a later time for the effectiveness of such resignation. No director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs, except upon notice to the office of the attorney general or other appropriate agency of this state.

Directors may be removed from office, with or without cause, as permitted by and in accordance with the laws of this state.

Unless otherwise prohibited by the articles of incorporation, these bylaws, or provisions of law, vacancies on the board may be filled by approval of the board of directors. If the number of directors then in office is less than a quorum, a vacancy on the board may be filled by approval of a majority of the directors then in office or by a sole remaining director. A person elected to fill a vacancy on the board shall hold office until the next election of the board of directors or until his or her death, resignation, or removal from office.

## Section 15. Non-liability of Directors

The directors shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

## Section 16. Indemnification by Corporation of Directors and Officers

The directors and officers of the corporation shall be indemnified by the corporation to the fullest extent permissible under the laws of this state.



## Section 17. Insurance for Corporate Agents

Except as may be otherwise provided under provisions of law, the board of directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the corporation (including a director, officer, employee, or other agent of the corporation) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the corporation would have the power to indemnify the agent against such liability under the articles of incorporation, these bylaws, or provisions of law.

## ARTICLE 4: OFFICERS

### Section 1. Designation of Officers

The officers of the corporation shall be a president, a vice president, a secretary, and a treasurer. The corporation may also have a chairperson of the board, one or more vice presidents, assistant secretaries, assistant treasurers, and other such officers with such titles as may be determined from time to time by the board of directors.

### Section 2. Qualifications

Any person may serve as officer of this corporation.

### Section 3. Election and Term of Office

Officers shall be elected by the board of directors, at any time, and each officer shall hold office until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

### Section 4. Removal and Resignation

Any officer may be removed, either with or without cause, by the board of directors, at any time. Any officer may resign at any time by giving written notice to the board of directors or to the president or secretary of the corporation. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this section shall be superseded by any conflicting terms of a contract which has been approved or ratified by the board of directors relating to the employment of any officer of the corporation.

### Section 5. Vacancies

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any officer shall be filled by the board of directors. In the event of a vacancy in any office other than that of president, such vacancy may be filled temporarily by appointment by the president until such time as the board shall fill the vacancy. Vacancies occurring in offices of officers appointed at the discretion of the board may or may not be filled as the board shall determine.

### Section 6. Duties of President

The president shall be the chief executive officer of the corporation and shall, subject to the control of the board of directors, supervise and control the affairs of the corporation and the activities of the officers. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the articles of incorporation, or by these bylaws, or which may be prescribed from time to time by the board of directors. Unless another person is specifically appointed as chairperson of the board of directors, the president shall preside at all meetings of the board of directors and, if this corporation has members, at all meetings of the



members. Except as otherwise expressly provided by law, by the articles of incorporation, or by these bylaws, he or she shall, in the name of the corporation, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the board of directors.

### **Section 7. Duties of Vice President**

In the absence of the president, or in the event of his or her inability or refusal to act, the vice president shall perform all the duties of the president, and when so acting shall have all the powers of, and be subject to all the restrictions on, the president. The vice president shall have other powers and perform such other duties as may be prescribed by law, by the articles of incorporation, or by these bylaws, or as may be prescribed by the board of directors.

### **Section 8. Duties of Secretary**

The secretary shall:

- Certify and keep at the principal office of the corporation the original, or a copy, of these bylaws as amended or otherwise altered to date.
- Keep at the principal office of the corporation or at such other place as the board may determine, a book of minutes of all meetings of the directors, and, if applicable, meetings of committees of directors and of members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof.
- Ensure that the minutes of meetings of the corporation, any written consents approving action taken without a meeting, and any supporting documents pertaining to meetings, minutes, and consents shall be contemporaneously recorded in the corporate records of this corporation. "Contemporaneously" in this context means that the minutes, consents, and supporting documents shall be recorded in the records of this corporation by the later of (1) the next meeting of the board, committee, membership, or other body for which the minutes, consents, or supporting documents are being recorded, or (2) sixty (60) days after the date of the meeting or written consent.
- See that all notices are duly given in accordance with the provisions of these bylaws or as required by law.
- Be custodian of the records and of the seal of the corporation and affix the seal, as authorized by law or the provisions of these bylaws, to duly executed documents of the corporation.
- Keep at the principal office of the corporation a membership book containing the name and address of each and any members, and, in the case where any membership has been terminated, he or she shall record such fact in the membership book together with the date on which such membership ceased.
- Exhibit at all reasonable times to any director of the corporation, or to his or her agent or attorney, on request therefore, the bylaws, the membership book, and the minutes of the proceedings of the directors of the corporation.
- In general, perform all duties incident to the office of secretary and such other duties as may be required by law, by the articles of incorporation, or by these bylaws, or which may be assigned to him or her from time to time by the board of directors.

### **Section 9. Duties of Treasurer**

The treasurer shall:

- Have charge and custody of, and be responsible for, all funds and securities of the corporation, and deposit



all such funds in the name of the corporation in such banks, trust companies, or other depositories as shall be selected by the board of directors.

- Receive, and give receipt for, monies due and payable to the corporation from any source whatsoever.
- Disburse, or cause to be disbursed, the funds of the corporation as may be directed by the board of directors, taking proper vouchers for such disbursements.
- Keep and maintain adequate and correct accounts of the corporation's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains, and losses.
- Exhibit at all reasonable times the books of account and financial records to any director of the corporation, or to his or her agent or attorney, on request therefor.
- Render to the president and directors, whenever requested, an account of any or all of his or her transactions as treasurer and of the financial condition of the corporation.
- Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports.
- In general, perform all duties incident to the office of treasurer and such other duties as may be required by law, by the articles of incorporation of the corporation, or by these bylaws, or which may be assigned to him or her from time to time by the board of directors.

## Section 10. Compensation

The salaries of the officers, if any, shall be fixed from time to time by resolution of the board of directors. In all cases, any salaries received by officers of this corporation shall be reasonable and given in return for services actually rendered to or for the corporation. All officer salaries shall be approved in advance in accordance with this corporation's conflict of interest policy, as set forth in Article 9 of these bylaws.

## ARTICLE 5: COMMITTEES

### Section 1. Executive Committee

The board of directors may, by a majority vote of its members, designate an Executive Committee consisting of **(Based on Number of Board Members)** board members and may delegate to such committee the powers and authority of the board in the management of the business and affairs of the corporation, to the extent permitted, and, except as may otherwise be provided, by provisions of law.

By a majority vote of its members, the board may at any time revoke or modify any or all of the executive committee authority so delegated, increase or decrease but not below two (2) the number of the members of the executive committee, and fill vacancies on the Executive Committee from the members of the board. The executive committee shall keep regular minutes of its proceedings, cause them to be filed with the corporate records, and report the same to the board from time to time as the board may require.

### Section 2. Other Committees

The corporation shall have such other committees as may from time to time be designated by resolution of the board of directors. These committees may consist of persons who are not also members of the board and shall act in an advisory capacity to the board.

### Section 3. Meetings and Action of Committees

Meetings and action of committees shall be governed by, noticed, held, and taken in accordance with the provisions of these bylaws concerning meetings of the board of directors, with such changes in the context



of such bylaw provisions as are necessary to substitute the committee and its members for the board of directors and its members, except that the time for regular and special meetings of committees may be fixed by resolution of the board of directors or by the committee. The board of directors may also adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these bylaws.

## **ARTICLE 6: EXECUTION OF INSTRUMENTS, DEPOSITS, AND FUNDS**

### **Section 1. Execution of Instruments**

The board of directors, except as otherwise provided in these bylaws, may by resolution authorize any officer or agent of the corporation to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances. Unless so authorized, no officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

### **Section 2. Checks and Notes**

Except as otherwise specifically determined by resolution of the board of directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the corporation shall be signed by the treasurer and countersigned by the president of the corporation.

### **Section 3. Deposits**

All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depositories as the board of directors may select.

### **Section 4. Gifts**

The board of directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the nonprofit purposes of this corporation.

## **ARTICLE 7: CORPORATE RECORDS, REPORTS, AND SEAL**

### **Section 1. Maintenance of Corporate Records**

The corporation shall keep at its principal office:

- a. Minutes of all meetings of directors, committees of the board, and, if this corporation has members, of all meetings of members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;
- b. Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains, and losses;
- c. A record of its members, if any, indicating their names and addresses and, if applicable, the class of membership held by each member and the termination date of any membership;
- d. A copy of the corporation's articles of incorporation and bylaws as amended to date, which shall be open to inspection by the members, if any, of the corporation at all reasonable times during office hours.

### **Section 2. Corporate Seal**

The board of directors may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the principal office of the corporation. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.



### Section 3. Directors' Inspection Rights

Every director shall have the absolute right at any reasonable time to inspect and copy all books, records, and documents of every kind and to inspect the physical properties of the corporation, and shall have such other rights to inspect the books, records, and properties of this corporation as may be required under the articles of incorporation, other provisions of these bylaws, and provisions of law.

### Section 4. Members' Inspection Rights

If this corporation has any members, then each and every member shall have the following inspection rights, for a purpose reasonably related to such person's interest as a member:

- a. To inspect and copy the record of all members' names, addresses, and voting rights, at reasonable times, upon written demand on the secretary of the corporation, which demand shall state the purpose for which the inspection rights are requested.
- b. To obtain from the secretary of the corporation, upon written demand on, and payment of a reasonable charge to, the secretary of the corporation, a list of the names, addresses, and voting rights of those members entitled to vote for the election of directors as of the most recent record date for which the list has been compiled or as of the date specified by the member subsequent to the date of demand. The demand shall state the purpose for which the list is requested. The membership list shall be made available within a reasonable time after the demand is received by the secretary of the corporation or after the date specified therein as of which the list is to be compiled.
- c. To inspect at any reasonable time the books, records, or minutes of proceedings of the members or of the board or committees of the board, upon written demand on the secretary of the corporation by the member, for a purpose reasonably related to such person's interests as a member.

Members shall have such other rights to inspect the books, records, and properties of this corporation as may be required under the articles of incorporation, other provisions of these bylaws, and provisions of law.

### Section 5. Right to Copy and Make Extracts

Any inspection under the provisions of this article may be made in person or by agent or attorney and the right to inspection shall include the right to copy and make extracts.

### Section 6. Periodic Report

The board shall cause any annual or periodic report required under law to be prepared and delivered to an office of this state or to the members, if any, of this corporation, to be so prepared and delivered within the time limits set by law.

## ARTICLE 8: IRC 501(C)(3) TAX EXEMPTION PROVISIONS

### Section 1. Limitations on Activities

No substantial part of the activities of this corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation (except as otherwise provided by Section 501(h) of the Internal Revenue Code), and this corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office.

Notwithstanding any other provisions of these bylaws, this corporation shall not carry on any activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.





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## Section 2. Prohibition Against Private Inurement

No part of the net earnings of this corporation shall inure to the benefit of, or be distributable to, its members, directors or trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of this corporation.

## Section 3. Distribution of Assets

Upon the dissolution of this corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation, shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code or shall be distributed to the federal government, or to a state or local government, for a public purpose. Such distribution shall be made in accordance with all applicable provisions of the laws of this state.

## Section 4. Private Foundation Requirements and Restrictions

In any taxable year in which this corporation is a private foundation as described in Section 509(a) of the Internal Revenue Code, the corporation 1) shall distribute its income for said period at such time and manner as not to subject it to tax under Section 4942 of the Internal Revenue Code; 2) shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; 3) shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code; 4) shall not make any investments in such manner as to subject the corporation to tax under Section 4944 of the Internal Revenue Code; and 5) shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

# ARTICLE 9: CONFLICT OF INTEREST AND COMPENSATION APPROVAL POLICIES

## Section 1. Purpose of Conflict of Interest Policy

The purpose of this conflict of interest policy is to protect this tax-exempt corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the corporation or any "disqualified person" as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations and which might result in a possible "excess benefit transaction" as defined in Section 4958(c)(1)(A) of the Internal Revenue Code and as amplified by Section 53.4958 of the IRS Regulations. 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.

## Section 2. Definitions

- a. **Interested Person.** Any director, principal officer, member of a committee with governing board delegated powers, or any other person who is a "disqualified person" as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations, who has a direct or indirect financial interest, as defined below, is an interested person.
- b. **Financial Interest.** A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
  1. An ownership or investment interest in any entity with which the corporation has a transaction or arrangement;
  2. A compensation arrangement with the corporation or with any entity or individual with which the corporation has a transaction or arrangement; or



3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the corporation is negotiating a transaction or arrangement.

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

A financial interest is not necessarily a conflict of interest. Under Section 3, paragraph B, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

### Section 3. Conflict of Interest Avoidance Procedures

- a. Duty to Disclose.** In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- b. Determining Whether a Conflict of Interest Exists.** After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.
- c. Procedures for Addressing the Conflict of Interest.** An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the governing board or committee shall determine whether the corporation 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.

If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

- d. Violations of the Conflicts of Interest Policy.** If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

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

### Section 4. Records of Board and Board Committee Proceedings

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

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing boards or committee's decision as to whether a conflict of interest in fact existed.



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- 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.

## Section 5. Compensation Approval Policies

A voting member of the governing board who receives compensation, directly or indirectly, from the corporation for services is precluded from voting on matters pertaining to that member's compensation.

A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the corporation for services is precluded from voting on matters pertaining to that member's compensation.

No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

When approving compensation for directors, officers and employees, contractors, and any other compensation contract or arrangement, in addition to complying with the conflict of interest requirements and policies contained in the preceding and following sections of this article as well as the preceding paragraphs of this section of this article, the board or a duly constituted compensation committee of the board shall also comply with the following additional requirements and procedures:

- a. The terms of compensation shall be approved by the board or compensation committee prior to the first payment of compensation;
- b. All members of the board or compensation committee who approve compensation arrangements must not have a conflict of interest with respect to the compensation arrangement as specified in IRS Regulation Section 53.4958-6(c)(iii), which generally requires that each board member or committee member approving a compensation arrangement between this organization and a "disqualified person" (as defined in Section 4958(f)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations):
  1. Is not the person who is the subject of the compensation arrangement, or a family member of such person;
  2. Is not in an employment relationship subject to the direction or control of the person who is the subject of the compensation arrangement;
  3. Does not receive compensation or other payments subject to approval by the person who is the subject of the compensation arrangement;
  4. Has no material financial interest affected by the compensation arrangement; and
  5. Does not approve a transaction providing economic benefits to the person who is the subject of the compensation arrangement, who in turn has approved or will approve a transaction providing benefits to the board or committee member.
- c. The board or compensation committee shall obtain and rely upon appropriate data as to comparability prior to approving the terms of compensation. Appropriate data may include the following:
  1. Compensation levels paid by similarly situated organizations, both taxable and tax-exempt, for functionally comparable positions. "Similarly situated" organizations are those of a similar size, purpose, and with similar resources;



2. The availability of similar services in the geographic area of this organization;
3. Current compensation surveys compiled by independent firms;
4. Actual written offers from similar institutions competing for the services of the person who is the subject of the compensation arrangement;

As allowed by IRS Regulation 4958-6, if this organization has average annual gross receipts (including contributions) for its three prior tax years of less than \$1 million, the board or compensation committee will have obtained and relied upon appropriate data as to comparability if it obtains and relies upon data on compensation paid by three comparable organizations in the same or similar communities for similar services.

- d. The terms of compensation and the basis for approving them shall be recorded in written minutes of the meeting of the board or compensation committee that approved the compensation. Such documentation shall include:
  1. The terms of the compensation arrangement and the date it was approved;
  2. The members of the board or compensation committee who were present during debate on the transaction, those who voted on it, and the votes cast by each board or committee member;
  3. The comparability data obtained and relied upon and how the data was obtained;
  4. If the board or compensation committee determines that reasonable compensation for a specific position in this organization or for providing services under any other compensation arrangement with this organization is higher or lower than the range of comparability data obtained, the board or committee shall record in the minutes of the meeting the basis for its determination;
  5. If the board or committee makes adjustments to comparability data due to geographic area or other specific conditions, these adjustments and the reasons for them shall be recorded in the minutes of the board or committee meeting;
  6. Any actions taken with respect to determining if a board or committee member had a conflict of interest with respect to the compensation arrangement, and if so, actions taken to make sure the member with the conflict of interest did not affect or participate in the approval of the transaction (for example, a notation in the records that after a finding of conflict of interest by a member, the member with the conflict of interest was asked to, and did, leave the meeting prior to a discussion of the compensation arrangement and a taking of the votes to approve the arrangement);
  7. The minutes of board or committee meetings at which compensation arrangements are approved must be prepared before the later of the date of the next board or committee meeting or 60 days after the final actions of the board or committee are taken with respect to the approval of the compensation arrangements. The minutes must be reviewed and approved by the board and committee as reasonable, accurate, and complete within a reasonable period thereafter, normally prior to or at the next board or committee meeting following final action on the arrangement by the board or committee.

## Section 6. Annual Statements

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

- a. Has received a copy of the conflicts of interest policy;



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

## **Section 7. Periodic Reviews**

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

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

## **Section 8. Use of Outside Experts**

When conducting the periodic reviews as provided for in Section 7, the corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

# **ARTICLE 10: AMENDMENT OF BYLAWS**

## **Section 1. Amendment**

Subject to the power of the members, if any, of this corporation to adopt, amend, or repeal the bylaws of this corporation and except as may otherwise be specified under provisions of law, these bylaws, or any of them, may be altered, amended, or repealed and new bylaws adopted by approval of the board of directors.

# **ARTICLE 11: CONSTRUCTION AND TERMS**

If there is any conflict between the provisions of these bylaws and the articles of incorporation of this corporation, the provisions of the articles of incorporation shall govern.

Should any of the provisions or portions of these bylaws be held unenforceable or invalid for any reason, the remaining provisions and portions of these bylaws shall be unaffected by such holding.

All references in these bylaws to the articles of incorporation shall be to the articles of incorporation, articles of organization, certificate of incorporation, organizational charter, corporate charter, or other founding document of this corporation filed with an office of this state and used to establish the legal existence of this corporation.

All references in these bylaws to a section or sections of the Internal Revenue Code shall be to such sections of the Internal Revenue Code of 1986 as amended from time to time, or to corresponding provisions of any future federal tax code.



## ADOPTION OF BYLAWS

We, the undersigned, are all of the initial directors or incorporators of this corporation, and we consent to, and hereby do, adopt the foregoing bylaws, consisting of the preceding pages, as the bylaws of this corporation.

Dated: \_\_\_\_\_

\_\_\_\_\_

SIGNEE (replace with each signees full name)

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SIGNEE

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