



Junior Achievement®

of the Chisholm Trail

Junior Achievement of the Chisholm Trail, Inc. District Policies/Operating Agreement

Introduction

The perennial strength of the Chisholm Trail Junior Achievement operation can be attributed to its unique organizational structure, blending a centralized and decentralized approach that takes advantage of the benefits of each. Communities throughout the region take "ownership" of their Junior Achievement operations, adapting them to local conditions and needs. At the same time, each Junior Achievement District benefits from the strength of pooled resources, the efficiencies of centralized administration, experienced and professional staff, and a focused regional strategic effort.

Knowledge of the structure of Junior Achievement is required in order to understand reporting relationships. JA Worldwide is the central authority where final responsibility rests for the protection of all Junior Achievement activities and programs. JA Worldwide has delegated territorial responsibility for Junior Achievement activities to officially licensed areas. Junior Achievement of the Chisholm Trail, Inc. is the legal licensee for 108 Texas counties.

Junior Achievement of the Chisholm Trail, Inc. implements programming throughout its territory by organizing local Districts and authorizing them to operate Junior Achievement within a specific geographic area. This delegation of authority does not lessen the legal responsibilities of Junior Achievement of the Chisholm Trail, Inc. for adherence to the operating agreement and official policies of JA Worldwide.

For both legal and strategic purposes, Junior Achievement of the Chisholm Trail, Inc. must function as an integrated unit. Under the direction of a local board of directors, or other approved governing body, each District is responsible for its own success. All Districts must maintain minimum standards of performance and follow the same policies, basic patterns and procedures as established in this agreement and the guides, manuals and other publications of Junior Achievement of the Chisholm Trail, Inc.

The purpose of this document is to clearly set forth the policies governing the operation of Junior Achievement throughout the Chisholm Trail licensed territory, establishing the authorities, responsibilities and functions of both Junior Achievement of the Chisholm Trail, Inc. and the District operations. Adherence to the policies, procedures and operating guidelines detailed in this document is mandatory, as it assures that the license agreement with JA Worldwide as well as federal and state regulations are being met.

This agreement is divided into two parts:

- I. Responsibilities and Authorities of Junior Achievement of the Chisholm Trail, Inc.
- II. Responsibilities and Functions of Junior Achievement District Operations

Questions pertaining to the policies, procedures or operating guidelines should be directed to the President of Junior Achievement of the Chisholm Trail, Inc.

Section I

Responsibilities and Authorities of: Junior Achievement of the Chisholm Trail, Inc.

Junior Achievement of the Chisholm Trail, Inc. has sole responsibility and authority for Junior Achievement activities in the 108 Texas counties licensed to it by the JA Worldwide. The following sections detail those responsibilities and authorities.

Territorial Assignment and Jurisdiction

1. Authorize local, District Boards to operate Junior Achievement within specific geographic territory. Counties specific for each district office are listed in Attachment A, which may be amended from time to time.
2. Provide each District Board with one seat on the Chisholm Trail Board of Directors.
3. Determine and define regions, districts and other territorial divisions within the regional territory.
4. Develop non-assigned territory.
5. Resolve issues of conflict between two or more District Boards.
6. Revoke territorial authority for the operation of Junior Achievement from a District Board for:
 - Failure to adhere to the policies, procedures and operating guidelines as detailed in this document, after such failure is brought to the attention of the District Board.
 - Failure to adequately fund the District Junior Achievement organization, leading to indebtedness that reflects unfavorably upon Junior Achievement of the Chisholm Trail, Inc.
 - Failure to operate the District Junior Achievement programs in a manner consistent with the standards, quality, procedures or materials that are approved by JA Worldwide.
7. Assume responsibility of the affairs of a District upon revocation of territorial authority from the District Board. Junior Achievement of the Chisholm Trail, Inc. shall continue operations pending a reorganization and reestablishment of the District, or conclude business locally applying the funds and property in the possession or control of such District to the payment of District obligations. Surplus funds and property of the District remaining after all obligations are met shall be distributed, consistent with the expressed intentions and wishes of the donors, to an organization of the type described in Section 501(c)(3) of the Internal Revenue Code, in the same geographical area.

Administration

1. Establish the mission and strategic direction of the regional organization.
2. Provide regional leadership, counseling and assistance by securing outstanding individuals to serve on the Board of Directors of Junior Achievement of the Chisholm Trail, Inc.
3. Establish and supervise policies and standards which insure a uniform pattern of operations in all Districts, compliance with the JA Worldwide license agreement and government regulations, and implementation of the statewide strategic direction.
4. Coordinate and administer all employee insurance and benefit programs.
5. Maintain insurance coverage to protect the interests of Junior Achievement of the Chisholm Trail, Inc., its contributors, members, volunteers, educators, sponsoring organizations, Directors, Officers and staff.

6. File all required federal and state reports.
7. Provide legal counsel when necessary.
8. Coordinate and file all reports required by JA Worldwide.
9. Approve those organizations with which Districts may partner or collaborate in organizing, developing and financing the Junior Achievement program.
10. Maintain regional records as a source of statistical data.
11. Recommend new and revised services for the betterment of Junior Achievement throughout the region.

Personnel / Human Resources

1. Establish, supervise and enforce the Human Resource Manual including personnel policies.
2. Coordinate District staff recruitment, interviews and selection process.
3. Maintain a competent, qualified and trained staff at all levels of the organization. The staff will be directly responsible for all personnel decisions including, but not limited to, selection and termination with input and counsel from appropriate District Board representatives.
4. Implement a formal system of achievement planning, coaching and review for District staff, with advice and counsel from appropriate District Board representatives.
5. Manage District salaries and benefits, with advice and counsel from appropriate District Board representatives, within ranges adopted by the Chisholm Trail Board of Directors.
6. Provide professional staff consultation and service to District Boards and staff, as determined appropriate, in the following areas:
 - General program management and operations
 - Fund raising planning and execution
 - Administration and accounting
 - Strategic and market planning
 - Public relations
 - Special event planning and execution
 - Office and computer operations
7. Provide on-the-job training and formal training opportunities for District staff.
8. Manage day-to-day District staff responsibilities during staff transition-or other extended absences.

Coordination

1. Encourage and facilitate the flow of information and ideas between Districts.
2. Coordinate the requests for resources from business and other institutions that cross District boundaries, protecting exclusive fundraising rights in the District territory and fostering collaborative fundraising efforts among Districts and between the Districts and Junior Achievement of the Chisholm Trail, Inc.
3. Conduct statewide staff meetings to disseminate information, share ideas, and provide training and networking opportunities.
4. Administer all Junior Achievement scholarships and award programs.

5. Protect the exclusive fund raising rights within Districts.

Finance/Accounting

1. Maintain a centralized accounting system with complete responsibility for monthly financial statements, general ledger, accounts receivable, accounts payable and payroll.
2. Arrange for an independent audit of all financial records annually and the filing of the IRS Form 990.
3. Issue monthly financial statements to all Districts, detailing year-to-date activity.
4. Work with District staff to develop an annual operating budget.
5. Retain the right to extend or eliminate credit to Districts.

Protected Materials

1. Protect the name and the use of the name "Junior Achievement" and such other names as may become distinctly associated with Junior Achievement.
2. JA Worldwide has the responsibility, authority and exclusive right for granting use of its' distinctive names, licenses, insignias, copyrights and trademarks. It must also grant approval for changes to same. Districts must coordinate all such requests through Junior Achievement of the Chisholm Trail, Inc.
3. Protect the standards and policies of Junior Achievement.
4. Protect as proprietary information all lists of students, contributors, staff and others associated with Junior Achievement.

Section II

Responsibilities and Functions of: Junior Achievement of the Chisholm Trail, Inc. District Operations

District Boards are responsible for developing, financing, promoting and operating Junior Achievement in adherence to the policies, procedures and operating guidelines as established in this agreement, and the guides, manuals and other publications of Junior Achievement of the Chisholm Trail, Inc. Specific responsibilities and functions of District Junior Achievement Operations are detailed in the following sections.

Administration

1. Maintain the official name of the District as Junior Achievement of "District Name". Conduct district operations within "District Name" defined to serve schools within counties of responsibility.
2. Provide local leadership, guidance and support to Junior Achievement by securing outstanding individuals to serve as members of the District Board.
3. Comply with all federal, state, and local laws and regulations.
4. Operate under the bylaws and resolutions that have been approved by Junior Achievement of the Chisholm Trail, Inc.
5. Conduct a minimum of four District Board meetings annually.
6. Send a copy of the minutes of all District Board meetings and Executive Committee meetings at the time they are issued (no later than 60 days after the meeting) to Junior Achievement of the Chisholm Trail, Inc. Minutes must include acknowledgement of the review of financial statements during the meeting.
7. Send a listing of current members of the District Board to Junior Achievement of the Chisholm Trail no later than 30 days after the start of the new fiscal year, and submit an updated list at the time changes occur.
8. Promptly provide Junior Achievement of the Chisholm Trail, Inc. with all reports necessary to maintain Junior Achievement's IRS 501(c)(3) status.
9. Obtain written approval from Junior Achievement of the Chisholm Trail, Inc. prior to entering into any contractual arrangement. (i.e. leases, credit arrangements, loans, investments, contracts, etc.)
10. Submit an annual operating budget and annual program goals no later than May 31 annually to be incorporated into the regional budget for Junior Achievement of the Chisholm Trail, Inc.
11. Provide Junior Achievement of the Chisholm Trail, Inc. with reasonable access to the District's office, files, financial records, official documents, or any other information at any time.
12. Supply Junior Achievement of the Chisholm Trail, Inc. with reports, statistics or other requested information in a timely manner.
13. Notify Junior Achievement of the Chisholm Trail, Inc., as soon as possible, if the District Board anticipates any possible legal actions, the curtailment of Junior Achievement operations, or any major threat to Junior Achievement interests in the geographic territory it services.
14. Title all property under the name of Junior Achievement of the Chisholm Trail, Inc.

15. Reimburse and compensate Junior Achievement of the Chisholm Trail, Inc. for services, materials and staff support rendered through service fee based on actual expenses incurred and revenue generated in the district on behalf of Junior Achievement program operations.
16. Obtain formal written approval prior to the creation of a local foundation. Such approval will be rare, given only when the creation of a foundation is required by a substantial local funding source.
17. Provide for staff representation at all regional staff meetings and required functional training.
18. Provide a certificate of insurance to Junior Achievement of the Chisholm Trail, Inc. confirming coverage on locally owned building(s), contents and associated liability. (This applies only to those Districts owning property. Those leasing space are covered under the Chisholm Trail blanket insurance policy.)

Programming

1. Establish annual program goals and implementation strategies that are supported by the district's operating budget.
2. Obtain, administer, and maintain suitable Junior Achievement meeting locations compatible with the needs of the various Junior Achievement programs.
3. Secure volunteer resources and sponsoring organizations as required to operate Junior Achievement programs within the district.
4. Secure and orient volunteers as required by the individual Junior Achievement programs.
5. Conduct program operations in accordance with the implementation standards developed by JA Worldwide.
6. Utilize all program materials outlined in the implementation standards in conducting each program unit. Consumable program materials are not to be re-used.
7. Obtain written approval from Junior Achievement of the Chisholm Trail, Inc. and JA Worldwide for variances from program models or for research and development of new programs prior to implementation.
8. Submit verified class registration data to Junior Achievement USA for each completed program unit by the deadlines established by JA USA.
9. Protect Junior Achievement program participants, volunteers and staff by communicating and enforcing the Volunteer Conduct Standards for JA Worldwide.

Fund Raising

1. Secure financial resources to adequately fund Junior Achievement operations in the District's assigned territory
2. Provide written acknowledgement to donors, on Junior Achievement letterhead, of all contributions within thirty days of the receipt of the gift.
3. Obtain written approval from the affected District and Junior Achievement of the Chisholm Trail, Inc. prior to soliciting funds from an organization headquartered in another District when the company has no physical presence in the district requesting funds. No request for funding is to go directly to the headquarters without first receiving approval from the affected District and Junior Achievement of the Chisholm Trail, Inc.
4. Forward all funds received from a contributor not located in its District to Junior Achievement of the Chisholm Trail, Inc. for proper disbursement.

5. Prohibit children from participating in fund raising to support the operation of Junior Achievement.
6. Funds from broad-based community fund drives such as the United Way shall not be accepted unless pre-approved by Junior Achievement of the Chisholm Trail, Inc. Special grants for defined projects may be considered and must be approved by Junior Achievement of the Chisholm Trail, Inc.
7. Fund raising authority/responsibility shall not be delegated or assigned to other community organizations such as the Chamber of Commerce, or civic organizations/clubs (i.e. Rotary, Lions, etc.) unless pre-approved by Junior Achievement of the Chisholm Trail, Inc.
8. Obtain written approval from Junior Achievement of the Chisholm Trail, Inc. prior to accepting government funds of any type. Government funding shall not exceed 10% of the local area's annual operating budget.
9. Gifts in kind (i.e. classroom space, computer time, etc) may be accepted from government agencies, but must be documented and acknowledged as such.

Finance/Accounting

1. Adhere to the following accounting procedure:
 - Utilize the standard accounting services provided by Junior Achievement of the Chisholm Trail, Inc.
 - Maintain all records on a July 1 through June 30 fiscal year.
 - Acknowledge the Board of Directors review of financial statements in the meeting minutes.
 - Pay all invoices in a timely manner.
2. Maintain appropriate financial accounts to support the District operations. All financial accounts must be approved by Junior Achievement of the Chisholm Trail, Inc.
3. Require all financial accounts to have two authorized signatures for any withdrawal. One of the signatures must be that of a District Board member. All account signature cards must include the signature of a Junior Achievement of the Chisholm Trail, Inc. executive staff representative. All checks of \$10,000 or more require the signature of a Chisholm Trail executive staff representative.
4. The authority to bind Junior Achievement of the Chisholm Trail, Inc. to any financial obligation whatsoever remains the exclusive right of the Chisholm Trail Board of Directors. No District Board or staff person shall have this authority.

Participation Fees

1. Participation fees shall be paid to Junior Achievement of the Chisholm Trail, Inc. to reimburse and compensate Junior Achievement of the Chisholm Trail, Inc. for services, materials, and staff support rendered. Participation fees are based on actual expenses incurred on behalf of the District office and revenue generated in the district office. Participation fees include a service fee component based on a percent of gross revenue to compensate Junior Achievement of the Chisholm Trail for staff time and travel expenses to provide service to the District operations.
2. Participation fees will be reviewed annually and adjusted based upon actual expenses incurred or prior year revenue as designated in the fee schedule.
3. Participation fees will be invoiced in ten monthly installments beginning in September of each fiscal year.

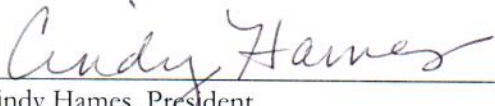
Personnel and Human Resources

1. Adhere to the personnel policies adopted by Junior Achievement of the Chisholm Trail, Inc.
2. Abide by the following when an opening for a District's staff position occurs:

- Notify the regional staff liaison if they are not already aware of the opening.
 - The regional staff liaison will secure candidates and conduct preliminary interviews.
 - District Board members will participate in the final interviews.
 - Junior Achievement of the Chisholm Trail, Inc., in consultation with an appropriate committee of the District Board, will make the hiring decision and extend an offer to the selected candidate.
3. Junior Achievement of the Chisholm Trail, Inc. will consult with the District Board on the development, establishment of goals, and evaluation of District staff.

Protected Materials

1. Protect all lists of students, volunteers, contributors, staff and anyone else associated with Junior Achievement, as proprietary information and abide by all document destruction policies set by Junior Achievement of the Chisholm Trail, Inc.
2. Protect the standards, policies, properties and licensed materials of Junior Achievement.
3. Obtain written approval from Junior Achievement of the Chisholm Trail, Inc. prior to selling, or working with a commercial vendor to sell, any materials to another District. This includes the use of Junior Achievement's distinctive names, licenses, copyrights or trademarks.
4. Utilize only current corporate identity standards.

Board Chair Junior Achievement of the High Plains	 Cindy Hames, President Junior Achievement of the Chisholm Trail, Inc.
Printed Name	4-17-19 Date
Date	