



Key Leadership Positions

Co-Executive Director(s)

The Executive Director supervises all affairs and activities of the local program in accordance with the mission of STANDUP FOR KIDS as set forth by the Chief Executive Officer. The Executive Director may be appointed by the Chief Executive Officer, regional Director of Operations, or elected from within the program's volunteers and approved by the Chief Executive Officer or Director of Operations.

General Responsibilities:

- Operates under the sole guidance of and reports directly to the Chief Executive Officer or regional Director of Operations;
- Assists with local fund development activities;
- Implements the local STANDUP FOR KIDS program as directed by the Chief Executive Officer or regional Director of Operations;
- Ensures that the local program operates in accordance with the bylaws, articles of incorporation, and mission of the STANDUP FOR KIDS;
- After approval by the Leadership Team, submits the coming year's local program annual budget to the National Office no later than 31 October of the current year;
- After approval by the Leadership Team, submits the program goals, for the following year, not later than 31 October of the current year;
- Ensures all reports are submitted, to the national office, in a timely manner as outlined in this manual;
- Identifies the times and places for meetings of the Leadership Team;
- Prepares agenda for and presides over all meetings of the Leadership Team;
- Implements the kid, volunteer, and sponsor recognition program in accordance with guidelines established by the National Office;
- Supervises all members of the Leadership Team to ensure proper performance of duties.

Additional Information:

All Executive Directors are strongly encouraged to share the role with another volunteer, effectively becoming co-directors, and to appoint another volunteer to serve as an Assistant Executive Director. Doing so will help prevent the Executive Director from becoming overloaded and help to ensure that more than one individual is familiar with the running of the local program and its unique needs. Assistant Executive Directors perform those responsibilities delegated by the Executive Director and shall serve as the acting Executive Director in the absence of the Executive Director.

Director of Volunteers

Coordinates all activities related to the program's volunteers including recruitment, training, recognition, and retention.

General Responsibilities:

- Ensures all volunteers are acceptable for the program.
- Maintains the personnel files on all volunteers.
- Manages the local program's email account.
- Provides volunteers with proper recognition and appreciation.
- Arranges ongoing training sessions for volunteers.
- Prepares performance evaluations for all volunteers.
- Assigns volunteers to positions commensurate with their abilities and desires.
- Conducts and documents new volunteer interviews in conjunction with other appropriate Directors.
- Ensures volunteers comply fully with the policies and guidelines of STANDUP FOR KIDS.
- Working with the Forum Moderator, ensures that all volunteers get signed on or off the Forum as appropriate. Ensures that everyone on the local Forum, has a background investigation completed by the national office.
- Collects all required documents from new volunteers:
- Collects signed letters from three character references.
- Ensures that background checks are sent and approved by the National Office, and the approval is posted on the Forum.
- Obtains a copy of Department of Motor Vehicles Record, required for every volunteer who drives kids to program activities or the STANDUP FOR KIDS vehicle.
- Obtains a copy of each volunteer's Motor Vehicle License or other state-issued identification.

Additional Information:

Ensure that volunteers have a meaningful position and are provided with opportunities to continue doing bigger and better things within STANDUP FOR KIDS. Additionally, submits to the National Office any recommendations for changes to the various volunteer training manuals and materials.

Advisories and Cautions:

The Director of Volunteers must be very clear on the volunteer skill sets required by the other areas of the program. Knowing what skills are required, the Director can recruit appropriate volunteers to fill the need. Additionally, the Director must be vigilant in screening potential volunteers to ensure that individuals who may harm the kids are not admitted to the program.

Director of Community Resource Development

The Director of Community Resource Development manages the effort of developing continuing support from the local community. Initially this work is encompassed by the community survey. Afterwards it falls to the Director of Community Resource Development and his or her team to ensure that data collected during the survey is updated and correct. In general, the Director of Community Resource Development has general oversight for the local chapter's relationship with active and potential community partners providing services to runaway and homeless youth. Larger scale community education and advocacy also falls within this area, and suggests coordination with the Directors of Public Relations, Marketing and Adult Education.

General Responsibilities:

- Coordinates all presentations and talks with civic groups;
- Interfaces with other social service providers to learn what services are available and to inform of the services offered by STANDUP FOR KIDS;
- Develops collaborative relationships with other community agencies providing services to runaway, homeless and street-dependent youth;
- Advocates on the local, regional and national level for the needs of street youth.

Director of Program Support

The Director of Program Support is responsible for ensuring that the local chapter has all necessary materials for any outreach activities. This generally entails close collaboration with the Directors of Outreach, Apartment Support, the Outreach Center and Fund Development.

General Responsibilities:

- Develops support from sponsors that are of a continuing nature;
- In coordination with the Director of Public Relations, prepares and presents the program to prospective donors and sponsors for Gifts-In-Kind (GIK);
- Working with the appropriate respective Directors, helps to develop and maintain the "wish list" for the program and keep it updated on the web site;
- Provides assistance to the Director of Fund Development to implement annual fund raising events;
- Provides reporting on monthly Gifts-In-Kind.

Director of Fund Development

The Director of Fund Development works in cooperation with other members of the leadership team to determine the financial needs of the organization. This director leads the effort to identify appropriate sources of funding and executes strategies to secure needed funding.

General Responsibilities:

- Developing and maintaining a program budget
- Help lead the creation of a Fundraising Plan
- Execute the Fundraising Plan
- Grant writing
- Planning and coordinating fundraising events
- Maintaining a fundraising database

Additional Information:

Several good fund raisers are needed to cover the annual budget. Specific fund raisers can be established to purchase particular needs as they arise. It's useful to identify volunteers within the program interested in coordinating fund-raising efforts and delegate the details to them.

Advisories and Cautions:

Solicitations of contributions (either monetary or gifts in kind) are limited to the local operating area only. Do not solicit contributions from outside the local program area. If uncertain, discuss the possible sponsor with the Chief Executive Officer or regional Director of Operations before soliciting.

Director of Outreach

The Director of Outreach manages the local program's outreach efforts. While this generally consists of street outreach, it's up to the individual local program to determine the appropriate type of outreach to conduct based upon their unique environment, resources, and needs. For example, some programs work entirely within the alternative school system and others host an outreach center - yet do not perform street outreach.

General Responsibilities:

- Determines, with outreach supervisors, the location and hours when outreach will be conducted;
- Oversees all outreach activities and ensures that all outreach counselors are qualified to work with homeless and street kids;
- Ensures that all outreach activities are conducted within the mission of STANDUP FOR KIDS;
- Ensures that outreach reports are completed for each and every outreach activity. An outreach activity occurs whenever contact is made with one of our kids;
- Compiles outreach statistics and submits on a monthly basis;
- Maintains a positive street image with our kids, volunteers, and local businesses.

Director of Outreach Center

The Director of Outreach Center manages the operations of a local STANDUP FOR KIDS Outreach Center. Prior to an individual becoming Director of Outreach Center, that person must have previously served as a Director of Outreach or an Outreach Supervisor or Director of Apartment Support or an Apartment Support Supervisor for a minimum of one year.

General Responsibilities:

- Registration of kids using the Outreach Center;
- Mail and Message Service (at the center);
- Shower and Hygiene Service (at the center);
- Lunch Service (at the center - a sack lunch may be provided to kids who are in school or working);
- Laundry Service (at the center);
- Documentation of Kids in Outreach Center Logs;
- Development assistance, coordinated with Director of Kid Development;
- Job referral and assistance, coordinated with the Director of Kid Development;
- Coordinates with the Directors of Outreach and Apartment Support which youth are eligible to use Center services;
- Compiles outreach statistics and submits on a monthly basis

Director of Adult Training

The Director of Adult Training, under the supervision of the Director of Volunteers and in cooperation with other members of the leadership team, works to assess and provide for the basic and ongoing training needs of the volunteers.

General Responsibilities:

- Working with the Director of Volunteers to schedule and conduct the basic and outreach trainings as set forth in the National Trainer Manual.
- Coordination and implementation of regular training sessions by community agencies and programs on relevant topics. This could include CPR, First Aid, Gang Task Force, Alcoholics Anonymous, Planned Parenthood, etc.

Director of Kid Development

The Director of Kid Development manages the local program's efforts to educate and train kids. This leader is also responsible for coordinating activities related to employment development and overseeing the provision of legal assistance.

General Responsibilities:

- Assist with coordinating school records and obtaining a diploma or GED;
- Awareness of different educational opportunities available to kids (public, street, alternative, private, technical);
- Implements programs to assist youth in improving basic skills so as to (re)enter school or live independently;
- Implements programs to aid youth in securing employment.

Additional Information:

Because of the varied nature of the educational efforts encompassed by this position, it is strongly recommend that the Director of Kid Development delegate specific responsibilities to different volunteers. If desired, the following titles may be used to denote the specific individual's responsibilities:

- **Assistant for Kid Education:** For activities related to high school and college education.
- **Assistant for Kid Training:** For activities related to general life skills in preparation for independent living.
- **Assistant for Kid Employment:** For activities related to preparation for and securing employment.
- **Assistant for Legal Assistance:** For activities related to advising kids on their legal rights and assisting with legal issues.

Advisories and Cautions:

Legal assistance and advice should only be provided by appropriately trained individual (e.g., attorney, paralegal). If uncertain, refer kids to appropriate legal resources.

Director of Public Relations

The Director of Public Relations is responsible for managing the public image of, and distributing information about, the local program. Interfaces with the media and serves as the program's "voice."

General Responsibilities:

- Prepares communications for the media highlighting specific needs (e.g., money, volunteers) or educating the public on issues related to runaway, homeless and street-dependent youth;
- Provides copies of all publicly distributed communications to the National Office for potential reuse by other programs;
- Approves all public relations handouts, media releases, and other communications for the local program;
- Handles adverse news as directed by program guidelines;

Additional Information:

The Director of Public Relations submits quarterly stories about the local program to the National Office for inclusion in the national newsletter. Additionally, this director prepares public service announcements (PSAs) for distribution to local media (see the Presentations section for more information).

Director of Marketing

The Director of Marketing works in cooperation with other members of the leadership team to determine the marketing, communication and PR needs of the organization. He/she will create and execute a marketing plan to inform and educate the community about STANDUP FOR KIDS.

General Responsibilities:

- Defining marketing goals and strategies;
- Developing a marketing plan;
- Creating presentations for various community groups;
- Writing articles and/or press releases;
- Creating and maintaining a marketing calendar;
- Coordinating marketing events;
- Evaluating marketing effectiveness.