ACCA BOARD OF DIRECTORS’ HANDBOOK
# ANNANDALE CHRISTIAN COMMUNITY FOR ACTION (ACCA, INC.)
## BOARD OF DIRECTORS’ HANDBOOK

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(March 16, 2016)
1. INTRODUCTION AND MISSION
Introduction and Mission Statement for ACCA, Inc. Board Handbook

To ACCA Board Members: This manual is designed to be helpful as an orientation to ACCA, Inc. and its many ministries. Your role on the Board is vitally important because you decide on policy and financial matters for ACCA, many of you serve as liaisons to our member churches, and all of you are essential to fund raising for ACCA ministries.

Through attendance at monthly meetings and print or electronic communications, you will be kept informed about our program activities, volunteer needs, budget development, fund raising, and other ways you might contribute to strengthening ACCA. This will enable you to communicate effectively within your congregation and with the larger community about ACCA and the needs of our neighbors.

If you have questions or concerns about anything in this Handbook, do not hesitate to contact the President, Vice-President or another member of the Board of Directors.

ACCA's Mission: Doing what Jesus would do by serving our neighbors in need.

Whatsoever you do to the least of my people, that you do unto me. (Matthew 25:40)
2. ABOUT ACCA

- About ACCA
- Maps of ACCA boundaries
- Board of Directors
- Organization Chart
- Brochures
About ACCA
The Annandale Christian Community for Action, or ACCA, is a church-related voluntary organization whose purpose is to unite Christians to promote and sponsor Christian charitable social services. ACCA, Inc. includes two entities, the ACCA Human Service Ministries and the ACCA Child Development Center (CDC). ACCA, Inc. is a 501(c)3 non-profit corporation. ACCA provides a range of services for the needy in the Annandale, Lincolnia, Bailey’s Crossroads, and Culmore areas of Fairfax County through collaboration of its 26 member churches with Fairfax County and other human service agencies. The boundaries served by ACCA can be seen on the below map.

ACCA’s core ministries are developmental childcare, provided by the CDC; and family emergency assistance, emergency food and hygiene products, pick-up and delivery of furniture for needy families, and transportation to medical appointments, provided by the Human Service Ministries. ACCA also supports Rebuilding Together (housing rehab), CROP Walk, Meals On Wheels, and scholarships for students with disabilities. ACCA maintains partnerships with Shelter House, Bailey’s Community Shelter, and the Center for Pastoral Counseling, and facilitates an annual Making a Difference Award at Annandale High School for volunteer service.
With the exception of the staff of the CDC, volunteers deliver all ACCA services. Their work is organized by ACCA’s committee chairs and coordinators who are responsible for program operation, volunteer training, financial management, recordkeeping and accountability. The Development Committee supports fundraising and advocacy efforts in support of ACCA’s mission. ACCA, Inc. is governed by a Board consisting of officers, the CDC board chair, committee chairs, and Official Representatives (ORs) from each of the 26 member churches.

The ORs serve as ACCA liaisons to pastors, a communications network, and recruiters of volunteers. ACCA, Inc., is funded by contributions from its member churches, individuals, and businesses and organizations; grants from Fairfax County, United Way and other sources; and in-kind contributions, including facilities and maintenance of the food pantry, provided by Fairfax County.

The CDC has a separate operating budget and board of directors whose authority and responsibilities are laid out in Appendix A to the bylaws of ACCA, Inc. The CDC maintains close ties to ACCA through the CDC board chair, the appointment of CDC board members by ACCA, membership on the Finance Committee, and coordination with the Development Committee. The CDC receives its funding through tuition, childcare subsidies, fundraising, as well as a transfer of funds from ACCA, Inc. In addition, the CDC receives in-kind support from Fairfax County for facilities, maintenance, and special education.

Information about ACCA and its activities is available on its website, http://www.accacares.org and through its monthly electronic and quarterly print newsletters, as well as its Annual Report.
Maps of ACCA Boundaries

The "About ACCA" section contained the simple map of ACCA. The detailed interactive map as shown in a screen shot below has far more detail. This interactive map can be manipulated under Google Earth and related applications to allow a user to find whether street addresses fall into boundaries, picture of locations and many other utilities.

Fairfax County controls the official area for ACCA and related organizations. Thus the Fairfax County Coordinated Service map as a wall map, and page map shows the areas served by these community organizations. A representation of either Fairfax map is shown on the next page. It must be smaller in this printed version to fit on the page.
Fairfax County has two maps of Community Based Organizations, which includes ACCA. Below is the page size version shrunk even further to fit on this page. The other is a wall size map. Both are Adobe PDF documents.
ACCA, Inc. Board of Directors

Officers
President
Vice President
Corresponding Secretary
Recording Secretary
Treasurer

Chair of the Board of Directors of the Child Development Center

Chairs of the Standing Committees

Family Emergency Assistance
Food Pantry
Furniture
Transportation

CROP Walk
Emily & Fred Ruffing Scholarships
Meals on Wheels
Rebuilding Together

Communications
Development
Finance

Official Representatives (ORs) of the Member Churches

<table>
<thead>
<tr>
<th>Annandale United Methodist (including Immanuel United Methodist campus)</th>
<th>Mt. Pleasant Baptist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Braddock Baptist</td>
<td>Peace Lutheran</td>
</tr>
<tr>
<td>Calvary Church of the Nazarene</td>
<td>Providence Presbyterian</td>
</tr>
<tr>
<td>Church of Jesus Christ of Latter-Day Saints, Annandale Ward</td>
<td>Queen of Apostles Catholic</td>
</tr>
<tr>
<td>Church of Jesus Christ of Latter-Day Saints, Little River Ward</td>
<td>Ravensworth Baptist</td>
</tr>
<tr>
<td>Cornerstone Evangelical Free</td>
<td>Sleepy Hollow United Methodist</td>
</tr>
<tr>
<td>Culmore United Methodist</td>
<td>St. Alban’s Episcopal</td>
</tr>
<tr>
<td>First Presbyterian</td>
<td>St. Anthony’s Catholic</td>
</tr>
<tr>
<td>Friendship United Methodist</td>
<td>St. Barnabas’ Episcopal</td>
</tr>
<tr>
<td>Holy Spirit Catholic</td>
<td>St. Michael’s Catholic</td>
</tr>
<tr>
<td>Hope Lutheran</td>
<td>St. Paul’s Episcopal</td>
</tr>
<tr>
<td>John Calvin Presbyterian</td>
<td>United Baptist</td>
</tr>
<tr>
<td>Lincolnia United Methodist</td>
<td>Warner Baptist</td>
</tr>
</tbody>
</table>
ACCA Org Chart

President
Vice President

Corresponding Secretary
Recording Secretary
Treasurer

Chair of the Board of Directors of the Child Development Center

Chairs of the Standing Committees
- Family Emergency Assistance
- Food Pantry
- Furniture
- Transportation
- CROP Walk
- Emily & Fred Ruffing Scholarships
- Meals on Wheels
- Rebuilding Together
- Communications
- Development
- Finance

Official Representatives (ORs) of the Member Churches
Brochures

ACAA Brochures can be found in English and Spanish preprinted or on the web.
3. HISTORY OF ACCA, INC.
The year was 1967. Fred Ruffing of Alexandria was faced with a dilemma. Fred and his wife Emily worked with a government-subsidized day care center in Mount Pleasant Baptist Church. However, low-income families who left welfare and obtained jobs were no longer eligible for subsidized daycare for their children. Without such daycare, they would be forced to stop working and go back on welfare.

Faced with this “Catch-22” situation, the Ruffings decided to do something about it. They organized a meeting with representatives of eight local churches to set up a daycare center for children of the working poor. They marshaled support from Fairfax County and from local donors. They succeeded in meeting that need, and the organization they founded – the Annandale Christian Community for Action – began branching out to meet other needs, all under the banner of “doing what Jesus would do.” Over time, the organization that started with eight churches grew until it reached its current membership of 26. The initial concentration on daycare grew to address a host of other needs: emergency food, delivery of basic furniture, emergency financial assistance, transportation to medical appointments, Meals on Wheels, and housing rehabilitation.

The daycare center is now the ACCA Child Development Center, which provides developmental childcare and early education for almost 200 infants, toddlers, and preschoolers. For about 10 years, the CDC was housed in the facilities of ACCA churches. In 1977, after the closing Annandale Elementary School, the County leased part of the building to ACCA, and built an Infant/Toddler Center and a Pantry on the site.

The ACCA Pantry collects from churches, schools, community groups and local businesses and delivers food and other necessities on an emergency basis to area households. ACCA’s Emergency Assistance program handles financial emergencies such as payment for rent, utilities, prescription drugs, and minor car repairs for low-income families who have few resources to fall back on in a crisis. These ministries provide a safety net while the families recover stability. Furniture ministry volunteers collect and distribute gently used furniture to needy recipients, while volunteers from the Transportation ministry provide rides to medical appointments.

The Meals on Wheels volunteers deliver meals every weekday to elderly residents who cannot fend for themselves. As partners with Rebuilding Together, ACCA volunteers spend a Saturday in April repairing houses – more than 110 homes have been repaired or rehabilitated since 1990. The annual CROP Walk raises funds for Church World Service, a portion of which is returned to ACCA.
Except for the staff of CDC, all services are provided by volunteers.

ACCA works closely with the Fairfax County Department of Neighborhood and Community Services and local churches to ensure that those receiving help are truly needy. ACCA’s ability to respond quickly to food and financial needs makes it more flexible than government assistance and able to prevent small emergencies from escalating. Assistance is provided regardless of ethnicity or religion. According to Deputy County Executive for Neighborhood and Community Services Patricia Harrison, “ACCA has long been an important partner in our efforts to ensure healthy child and youth development, prevent homelessness, build families, and mitigate the impacts of poverty. ACCA exemplifies the role of community and faith-based organizations.”

Few of the founding members are left to guide the organization but new volunteers have stepped forward and the organization continues on. In 1976, founder Fred Ruffing was tragically killed in an accident; Emily worked in the Child Development Center until 2010. In tribute to the Ruffings, ACCA provides several four-year scholarships for college students with disabilities.

The ACCA model of a faith-based organization collaborating with County government has been duplicated in other areas of Fairfax County. It is a sterling example of the power of volunteers from various Christian churches working together to put Christ’s words into action. As Emily Ruffing has said, “The most beautiful thing about ACCA is seeing people of various faiths working together in harmony for a common objective.”

June 2013
4. ACCA, INC. BYLAWS AND APPENDIX A
BYLAWS OF ACCA, INC.
Sep. 2, 2014
(ANNANDALE CHRISTIAN COMMUNITY FOR ACTION)

ARTICLE I
Name

The name of the corporation is ACCA, Inc. (also known as Annandale Christian Community for Action) (hereinafter "ACCA, Inc." or the "Corporation"). ACCA, Inc., is incorporated under the laws of the Commonwealth of Virginia.

ARTICLE II
Purposes of the Corporation

ACCA, Inc. has been organized to operate exclusively for charitable and educational purposes, including, but not limited to, the purposes and powers permitted in Section 13.1-825 of the Virginia Nonstock Corporation Act. The purpose of ACCA, Inc. is to unite Christians to promote and sponsor Christian charitable social services in the Annandale, Virginia, community and surrounding areas. Specifically, ACCA, Inc. is a church-related voluntary organization providing day care and early education, food, rental assistance, furniture, and other services to low-income families in the area, regardless of religion, race or ethnic background. The principal purpose of ACCA, Inc. is to serve those in need.

ARTICLE II
ARTICLE III
Offices and Registered Agent

Offices. The Corporation shall maintain continuously in the Commonwealth of Virginia a registered office at such place as may be designated by the Board of Directors or the President. The principal office of the Corporation and such other offices as it may establish may be located at such place(s), either within or without the Commonwealth of Virginia, as may be designated by the Board of Directors.

Agent. The Corporation shall maintain continuously within the Commonwealth of Virginia a registered agent, which agent shall be designated by the Board of Directors or the President.
**Changes.** Any change in the registered office or registered agent of the Corporation shall be accomplished in compliance with the Virginia Nonstock Corporation Act and as provided in these Bylaws.
ARTICLE IV
Membership in ACCA, Inc.

A. Eligibility. Any Christian church within the community providing support or other duties of membership as provided below to the Corporation shall be eligible to be a member of the Corporation. An eligible church may become a member upon assuming the duties of a Member Church as provided in Article IV, Section B.

B. Duties of Membership. Churches that are members of the Corporation (hereinafter “Member Churches”) demonstrate a continuing commitment to the Corporation’s mission through contributions of money, volunteer services, and/or in-kind goods and services to the Corporation.

C. Official Representatives. Each Member Church shall designate one or more Official Representative(s) (hereinafter “O.R.”) to represent such Member Church in the Corporation, and to serve on the Board of Directors on behalf of such Member Church.

D. Rights of Member Churches. Member Churches shall be allowed to examine any records of the Corporation.

ARTICLE V
Board of Directors

A. General Powers and Duties. The affairs and property of the Corporation shall be managed, controlled and directed by a Board of Directors. The Board of Directors shall have, and may exercise, any and all powers provided to Boards of Directors in the Articles of Incorporation, these Bylaws or the Virginia Nonstock Corporation Act which are necessary or convenient to carry out the purposes of the Corporation.

B. Composition of the Board of Directors.

1. The Board of Directors shall be composed of the Officers of ACCA, Inc., the O.R.s, the Chair of the Child Development Center Board, and the Chairs of each Standing Committee of the Corporation; provided, however that no individual will have more than one vote at Board of Directors meetings and only one O.R. from each Member Church shall vote.
2. The term of a Director shall be as follows:

a. Officers of the Corporation shall serve as a Director during their individual terms as officers;

b. An O.R. shall serve as a Director until withdrawn or replaced by the Member Church he or she represents;

c. The Chair of the Child Development Center Board (the “Center Board”) shall serve as a Director until he or she is no longer serving as the Chair of the Center Board;

d. The Chair of each Standing Committee of the Corporation shall serve as a Director until he or she is no longer serving as the Chair of such Standing Committee; and

e. The term of a Director shall also expire by his or her death, resignation or removal in accordance with these Bylaws.

3. Any vacancy in the Board of Directors, including a vacancy caused by the expiration of a Director’s term or by an increase in the number of Directors comprising the Board of Directors, shall be filled as follows:

4. A vacancy in an Officer position shall be filled by the Board of Directors. The President shall appoint a successor Officer and the Board shall approve such successor Officer;

b. A vacancy in an O.R. position shall be filled by the Member Church such O.R. position represents;

c. A vacancy in the Chair of the Center Board position shall be filled by the Center Board; and

d. A vacancy in a Chair of a Standing Committee position shall be filled by the President.

5. A Director may resign at any time by giving notice thereof in writing to the Recording Secretary of the Corporation.

6. A Director may be removed, with or without cause, by a three-quarters vote of the other Directors in office.

6. The President of the Corporation shall serve as Chair of the Board of Directors. The Vice-President of the Corporation shall serve as Vice-Chair of the Board of Directors. The Chair of the Board of Directors shall preside at all meetings of the Board of Directors at which he or she is present, and shall perform such other duties as may be required of him or her by the Board of Directors. The Vice-Chair of the Board of Directors shall preside, in the absence of the Chair of the Board of
Directors, at meetings of the Board of Directors and shall perform such other duties as may be required of him or her by the Board of Directors.

C. Meetings of the Board of Directors.

7. 1. Regular meetings of the Board of Directors shall ordinarily be held once a month, except that the Board of Directors, upon motion of the Chair, may vote to cancel a meeting. In the event of an emergency, the Chair may cancel a meeting with notice to the Board of Directors. Meetings during August shall be held only at the discretion of the Chair of the Board of Directors. Special meetings may be called by the Chair of the Board of Directors (a) in his or her discretion or (b) at the request of ten (10) of the Directors in office.

8. 2. The Corporation’s annual meeting shall be held in December of each year.

9. 3. The time and place of all meetings of the Board of Directors shall be designated by the Chair of the Board of Directors. The meetings may be held within or without the Commonwealth of Virginia.

10. 4. No notice shall be necessary for regular meetings of the Board of Directors. A special meeting of the Board of Directors may be held upon notice of at least five days. Notice of a special meeting of the Board of Directors shall specify the date, time and place of the meeting, but, except as provided elsewhere in these Bylaws, need not specify the purpose for the meeting or the business to be conducted. Notice of the special meeting may be provided to Directors (1) orally (at a Board of Directors’ meeting, by telephone, or otherwise), (2) by an annually published list of meeting dates for a calendar year, (3) by electronic mail delivered to a Director at his or her email address of record, or (4) by U.S. mail if no electronic mail is available.

11. 5. The presence of (a) eight (8) Directors, including the Chair (or in his or her absence, the Vice Chair) and one other Officer of ACCA, Inc.; or (b) twenty-five percent (25%) of the number of Directors; whichever shall be less, shall constitute a quorum and shall be required to conduct business at any meeting of the Board of Directors.

12. 6. Except as otherwise provided by law, the Articles of Incorporation or these Bylaws, all matters before the Board of Directors shall be decided by a majority vote of the Directors present at a meeting at which a quorum exists.

13. 7. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting if a majority of the Directors in office consent to such action. The text of the resolution or matter to be acted upon shall be sent by the Chair of the Board of Directors to all the Directors in office with at least five days notice and all the Directors voting shall indicate their consent or disagreement to such action in writing, by email or otherwise. Such consent in writing shall have the same force and effect as a vote of the Board of Directors at a meeting.
and may be described as such in any document executed by the Corporation. If one or more of the Directors disagrees with the action in writing, the action must be acted upon at a regular or special meeting of the Board of Directors.

8. Any or all Directors may participate in a meeting of the Board of Directors, or a committee of the Board of Directors, by means of conference telephone or by any means of communication by which all persons participating in the meeting are able to hear one another, and such participation shall constitute presence in person at the meeting.

ARTICLE VI
Committees and the Child Development Center

A. Standing Committees. ACCA, Inc. may maintain such Standing Committees as determined by the Board of Directors from time to time.

B. Other Committees. The President may appoint special ad hoc committees to consider subjects not properly referable to a Standing Committee.

C. Child Development Center. The Center Board shall ensure that, at all times, the Child Development Center operates in a manner consistent with policies established by the Board of Directors and the provisions of Appendix A hereto.

D. Appointment of Committee Chairs. The President, at the January Board meeting, shall appoint a Chair for each committee, including Standing Committees, to serve for a term of one (1) year beginning in January. Incumbent Chairs may be re-appointed.

E. Powers and Duties of Committee Chairs and the Chair of the Center Board. At each regular Board meeting, Committee Chairs or their designees shall be prepared to report the activities of their respective committees. Any report made by a Committee Chair, the Chair of the Center Board, or the designee of such Committee Chair or Chair of the Center Board, to the Board of Directors shall be recorded in the minutes of the Board meeting. Committee Chairs shall be expected to deliver copies of the records and procedures for their respective committees to their Successor Committee Chairs within two (2) weeks of such Successor Committee Chairs taking office. Committee Chairs shall organize their committees as they deem appropriate.

F. Attendance by the President. The President shall be entitled to participate in meetings of the Standing Committees, the Center Board, and all other committees, but shall not be entitled to vote as a member of the committees; provided, however, that the President shall be entitled to vote in his or her capacity as a member of the Finance Committee.
A. Officers. The Officers of the Corporation shall be a President, a Vice-President, a Recording Secretary, a Corresponding Secretary, a Treasurer and such other officers as may from time to time be deemed advisable by the Board of Directors.

B. Election of Officers. Officers shall be chosen by the Board of Directors as follows: The President shall nominate and the Board of Directors shall appoint, at the October Board meeting, a Nominating Committee consisting of three (3) persons. The Nominating Committee shall nominate, at the November Board meeting, at least one Nominee for each office to be filled for the ensuing calendar year. No member of the Nominating Committee shall be eligible for nomination by such Committee in the year such member serves on the Nominating Committee. Nominees may also be nominated from the floor at the November Board meeting. Nominees may, but need not, be incumbent Directors. Officers shall be elected by vote at the annual meeting in December. Any two or more offices may be held by the same individual.

C. Term of Office. All of the Officers of the Corporation elected pursuant to this Article shall hold their offices for a term of one (1) year beginning in January. Incumbent Officers may be re-elected.

D. Successor Officers and Transfer of Files. An incumbent Officer of the Corporation shall hold office until his or her Successor Officer takes office. Any Officer of the Corporation may be removed, with or without cause, at any time by a majority of the Directors in office. Any vacancy occurring in any office of the Corporation may be filled by the Board of Directors. Any outgoing Officer shall be expected to transfer all ACCA, Inc. records in his or her possession to his or her Successor Officer within two weeks of the Successor Officer taking office.

E. Powers, Duties, and Compensation of Officers.

1. Officers shall exercise such powers, perform such other duties and receive such compensation as shall be determined from time to time by the Board of Directors.

2. The President, Vice-President, Corresponding Secretary, Recording Secretary, Treasurer and such other Officers as may be authorized by the Board of Directors may enter into and execute on behalf of the Corporation contracts, leases, debt obligations and all other forms of agreements or instruments, whether under seal or otherwise, permitted by law, the Articles of Incorporation and these Bylaws, except where such documents are required by law to be otherwise signed and executed, or where the signing and execution thereof shall be exclusively delegated to some other Officer or agent of the Corporation.

3. The duties and powers of the Officers of the Corporation shall be as provided in these Bylaws or as provided pursuant to these Bylaws, or (except to the extent they are inconsistent with these Bylaws or with any provision made pursuant hereto) shall be those customarily exercised by corporate officers holding such offices.
4. **The President.** The President shall be the chief operating officer of the Corporation and, subject to the control of the Board of Directors, shall perform all duties customary to that office and shall supervise and control all of the affairs of the Corporation in accordance with any policies and directives approved by the Board of Directors. The President shall have the power to change the registered agent and registered office of the Corporation. The President shall ensure that records are maintained for all ministries in accordance with written procedures established by the Board of Directors from time to time.

5. **The Vice-President.** The Vice-President shall assist the President and shall perform all duties of the President in the absence or inability of the President to act.

6. **The Recording Secretary.** The Recording Secretary shall be responsible for keeping an accurate record of the proceedings of all meetings of the Board of Directors, and such other actions of the Corporation as the Board of Directors shall direct. He or she shall give or cause to be given all notices in accordance with these Bylaws or as required by law and, in general, perform all duties customary to the office of secretary. The Recording Secretary shall have custody of the corporate seal of the Corporation.

7. **The Corresponding Secretary.** The Corresponding Secretary shall assist the Recording Secretary in responding to correspondence received.

8. **The Treasurer.**

   a. The Treasurer shall perform all duties customary to that office, shall have the custody of and be responsible for all corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in the books of the Corporation. He or she shall deposit or cause to be deposited all monies or other valuable effects in the name of the Corporation in such depositories as shall be selected by the Board of Directors.

   b. The Treasurer shall disburse the funds of the Corporation as may be ordered by the Board of Directors or its delegate, taking proper vouchers for such disbursements, and shall render an account of all his or her transactions as Treasurer and of the financial condition of the Corporation to the President and the Board of Directors at its regular meetings or when the Board of Directors so requires.

**ARTICLE VIII**

**Honorary Board**

The Board of Directors may establish and the President may appoint an Honorary Board of ACCA, Inc. The Board of Directors may consult with any Honorary Board members, either as a group or individually, on any matter before the Board of Directors. The President may call meetings of the Honorary Board, if any, in his or her
discretion. The Honorary Board, if any, may be comprised of selected prior Directors of
the Corporation, as well as other worthy members of the community. Any Honorary
Board members shall be encouraged to attend meetings of the Board of Directors.
Honorary Board members shall not have the power to vote on any actions to be taken by
or other matters before the Board of Directors.

ARTICLE IX
Finances

A. Sources of Funding. Funds for the activities of the Corporation shall be
derived from contributions from Member Churches, individuals supporting the purposes
of the Corporation, and civic, fraternal and business organizations. The Corporation may
receive government funds and other direct donations and grants to support its ministries,
services and purposes.

B. Treasury Reports. At each regular meeting, the Treasurer shall report
the state of the treasury, including income and expenses since the last regular meeting.
At the June meeting, the Treasurer shall present to the Board of Directors, on behalf of
the Finance Committee, a proposed budget for the Corporation’s ensuing Fiscal Year, to
be approved at the July meeting. At the September meeting, the Treasurer shall present
an annual report in writing to the Board concerning the prior Fiscal Year results.

C. Committee and Child Development Center Finances. The Chair of
each Standing Committee and the Chair of the Center Board shall request funds from the
Treasurer as authorized by the Board of Directors. The Treasurer shall keep accurate
records of all disbursements. The Child Development Center shall maintain a separate
financial management system and shall provide quarterly financial reports to the
Treasurer, and such further reports as may be required by the Board of Directors from
time to time, in a format mutually acceptable to the ACCA, Inc. Finance Committee and
the Center Board Chair.

D. Board Approval. No funds of the Corporation shall be obligated or
expended without approval by the Board of Directors based either on a budget submitted
by the Treasurer in July of each year or by specific approval of the Board of Directors.

E. Check Signing. All signatures on Corporation checks shall be in
accordance with procedures adopted by the Board of Directors.

F. Audit. The financial records of the Corporation shall be audited annually
by an external, independent auditor.

ARTICLE X
Indemnification

A. Indemnification of Directors and Officers. The Corporation does hereby
indemnify to the maximum extent legally permissible each Director and Officer and
former Director and Officer of the Corporation, and each individual who served at its
request as a director, officer or trustee of another corporation, partnership, joint venture, trust, other enterprise or employee benefit plan, against expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with or arising out of any threatened, pending or completed claim, action, suit, proceeding, issue or matter of whatever nature, whether civil, criminal, legislative, administrative or investigative, in which he or she may be involved as a party or otherwise by reason of his or her being or having been such Director, Officer, director, officer or trustee.

B. Include Settlements. This indemnification includes amounts paid or incurred in connection with reasonable settlements if made with a view to the curtailment of the costs of litigation.

C. Include Acts of Negligence. This indemnification includes amounts paid or incurred in connection with acts of negligence, whether liability on the part of such Director, Officer, director, officer or trustee exists as to the Corporation, its Directors, Officers, agents or employees or as to third parties, including creditors.

D. Include Certain Criminal Actions. This indemnification also extends to any criminal action, suit, investigation or proceeding, provided that the same shall be dismissed against such Director, Officer, director, officer or trustee or that he or she shall have been found not guilty. Such indemnification likewise extends to a criminal action, suit, investigation or proceeding that is terminated by a plea of nolo contendere, or its equivalent, to a charge of misdemeanor, provided that the conduct complained of on the part of the Director, Officer, director, officer or trustee was done in good faith and with the belief that it was in the best interest of the Corporation and on the reasonable assumption of its legality.

E. No Gross Negligence. No such reimbursement or indemnification shall relate to any expense incurred in connection with any matter as to which such Director, Officer, director, officer or trustee has been adjudged to be liable for gross negligence or misconduct in the performance of his or her duty to the Corporation, exclusive of issues or matters not related to the conduct on which the judgment was based, unless and only to the extent that the court in which the action or suit was brought shall determine that despite such adjudication of liability and in view of all the circumstances of the case, such Director, Officer, director, officer or trustee is fairly and reasonably entitled to indemnification for those expenses that the court shall deem proper.

F. Not Exclusive. The indemnification provided by this Bylaw shall not be deemed exclusive of any other rights which such Director, Officer, director, officer or trustee may have under any agreement, vote of the Board of Directors or otherwise.

G. Tax Effects. No indemnification shall be made under this Article if such indemnification would result in any liability for tax under chapter 42 of the Internal Revenue Code of 1986.
H. **Severability.** Every provision of this Article is intended to be severable, and if any term or provision is invalid for any reason whatsoever, such invalidity shall not affect the validity of the remainder of this Article.

ARTICLE XI
Definitions and Miscellaneous Provisions

A. **Checks.** All checks, drafts or other orders for the payment of money shall be signed by such Officer or Officers or such other person or persons as the Board of Directors may from time to time designate.

B. **Fiscal Year.** The Fiscal Year of the Corporation shall be July 1 through June 30 of each year.

ARTICLE XII
Amendments

A. **Amendment of Bylaws.** These Bylaws may be altered, amended or repealed, or new Bylaws may be adopted, at any meeting of the Board of Directors, by a 2/3 vote of the Directors in office, if at least ten days’ written notice is given of the intention to take such action at such meeting.

B. **Amendment of Articles of Incorporation.** The Articles of Incorporation may be altered or amended, or new Articles of Incorporation may be adopted, at any meeting of the Board of Directors, by a majority vote of the Directors in office, if at least ten days’ written notice is given of the intention to take such action at such meeting, and provided that such altered, amended or new Articles of Incorporation are filed with the Virginia Corporation Commission.
APPENDIX A

CHILD DEVELOPMENT CENTER

1. Composition.
   a. The Center Board shall consist of not less than nine (9) nor more than twelve (12) members, including the Director of the Child Development Center (the “CDC Director”). The CDC Director shall be the only employee of the Child Development Center who shall serve on the CDC Board of Directors.
   b. A Director (other than the CDC Director) shall serve for a term of three (3) years or, where succeeding a vacating Director, for the remainder of that vacating Director’s term. An incumbent Director may be renominated and re-elected to one additional three-year term. Except as provided herein, a Director shall serve until the later of the end of his or her term or until the election of a successor, but not longer than three (3) months beyond the scheduled end of the Director’s term. In exceptional circumstances warranted by good cause, the CDC Board may request that the Board of Directors of ACCA, Inc., extend a Director’s expiring term for no more than one (1) additional year.
   c. At the beginning of each calendar year the President of ACCA, Inc. shall form a Nominating Committee to recruit and nominate CDC Board Directors. The Committee shall have three members. The President of ACCA, Inc. shall select at least two members from the CDC Board and at least one member from the Board of Directors of ACCA, Inc. No member of the Nominating Committee shall be eligible for nomination by such Committee. The Nominating Committee shall forward its nomination(s) to the President of ACCA, Inc., prior to the June meeting of ACCA, Inc., and at such additional times as vacancies occur. Such candidates shall be subject to election by a majority vote of the ACCA, Inc. Board of Directors present at its monthly meeting.
   d. The Nominating Committee will take into consideration specialized areas of expertise, such as finance, administration, education, and management, that should be represented on the Board of Directors and will endeavor to secure potential nominees for the Board of Directors who possess expertise in these areas.

2. Operation. During the first meeting held in each fiscal year, the Center Board shall select one of its members to serve as Chair. The Chair generally shall convene the Center Board monthly, and may, at any time, call a special meeting. A quorum of five voting members shall be required to conduct business at any meeting of the Center Board. When any issues are put to a vote of the Center Board, only Center Board members, including the CDC Director, shall be permitted to cast one vote.
2. 3. Authority. With respect to the operation of the Child Development Center, the authority of the Center Board shall include:

a. Selection and performance evaluation of the CDC Director and the determination of the CDC Director’s compensation and other benefits.

b. Approval of the selection of the CDC Director’s immediate staff and approval of the compensation and benefits for those employees.

c. Approval of the recommended rates of compensation and benefits for all other employees.

d. Initiation of decisions and the approval of management recommendations regarding major changes in objectives, policies or organization.

e. Determination of organizational structure to reflect individual tasks, rules and responsibilities.

f. Approval of proposed revenues, expenses and non-real property related capital outlays based, in part, on an ongoing review of the results of current operations.

g. Approval of the need to establish new funds and not use currently authorized funds.

h. Approval of proposed transfers of resources among the established funds.

i. Authority to apply for grants to support the work of the Child Development Center.
5. Annual Report and Brochure
(Note: Includes financial data from prior year as well as Committee Reports.)


6. Strategic Priorities
ACCA’s 2015 to 2016 Strategic Priorities
Feb. 3, 2015

Introduction and Primary Strategic Goal

The primary strategic goal of ACCA is to effectively serve those in need. ACCA has a long history of excellence in providing needed community services through a volunteer Board of Directors, volunteer Human Services Ministries, and a staffed Child Development Center. This plan is focused on those priorities for 2015 and 2016 that would enhance ACCA’s ability to serve those in need, and meet the demands of the changing environment in which ACCA operates.

1. Expand Volunteer Base. Initiatives include:
   a. Expand recruitment of volunteers from member churches, community households, schools, and businesses.
   b. Develop and conduct ACCA briefings with community organizations as part of a community outreach effort to recruit volunteers, donors and partners. Emphasize in all interaction that ACCA is the principal source for emergency aid in our area, and we highly dependent on volunteering.
   c. Maintain an ongoing list of volunteers from all the programs.
   d. Determine ways to recognize volunteers for their work, such as through awards, group events, tee shirts, etc.

2. Improve Engagement with Member Churches and the Community.
   Initiatives include:
   a. Mentor/train ORs, encourage ORs to attend meetings, and engage ORs more in board meetings. Encourage ORs to share best practices at Board meetings. Encourage churches without ORs to appoint an OR.
   b. Interact more with pastors and churches. Conduct briefings on ACCA with church staff and leadership where appropriate.
   c. Obtain email addresses from donors and other contacts where feasible in order to send e-newsletter(s) and generally maintain a presence.
   d. Promote ACCA by conducting briefings with civic associations, other faith communities, and other community organizations as part of a community outreach effort to recruit volunteers, donors and partners. Emphasize in all interaction that ACCA is the principal source for emergency aid in our area.
   e. Encourage board members to meet with local businesses to promote ACCA and recruit donors and partners.
3. **Develop Donation opportunities.** Initiatives include:
   a. Expand monetary and in-kind donations from individuals and businesses, such as through briefings and direct solicitations.
   b. Promote and facilitate estate giving.
   c. Explore planned giving from individuals.
   d. Continue to cultivate online giving.
   e. Enhance the solicitation of employers' matching gifts.
   f. Integrate and leverage ACCA, Inc. and ACCA CDC fundraising
   g. Consider alternative fund-raising tools; explore what other faith-based organization do.

4. **Enhance ACCA’s Use of Information Technology.** Initiatives include:
   a. Develop an IT Tool to support the Furniture and Pantry ministries.
   b. Expand the leveraging of CDC and HSM’s respective IT resources to aid in promoting and implementing both of these ACCA programs.
   c. Expand the use of electronic tools to facilitate communications, development, document sharing, volunteer recruitment, and community outreach.
   d. Update and enhance the use of ACCA’s electronic communications tools, such as its webpage, Facebook, and e-newsletter, to expand ACCA’s outreach.
7. ROLES OF OFFICIAL REPRESENTATIVES (ORs) AND PASTORS

- RESPONSIBILITIES OF ORs
- SUMMARY OF SURVEY OF ORs
- PASTORS ARE KEY LEADERS
Role of Official Representatives (OR’S)

The role of the Official Representative (OR) is to serve as a liaison and vital link between ACCA and its member churches in serving the needy in our community including members of the church community represented.

The Three Main Functions of the OR

(1) Communicate ACCA’s service mission and related programs to the church represented.

Provide specific information about programs and how service is accessed through established ACCA procedures and coordinators.

(2) Promote and coordinate volunteer participation in ACCA service programs

Provide definitive information about time options, arrangements and the nature of the ministry, including the number of clients being served

Identify and establish church captains for the various ACCA programs who in turn coordinate the particular program volunteers and ministry for the church.

(3) Serve as a voting member of the ACCA Board of Directors.

Help shape and direct ACCA policies and major decisions

Serve as the Church’s spokesperson to ACCA – gathering and sharing Pastor and other church member remarks and views in this regard. And, in turn, share ACCA news with the member church including the distribution of the ACCA Newsletter

Participate in ACCA Board Committees and help solicit volunteers who may share a related interest or expertise in the Committee’s work

Solicit financial and other support from member church and others.

Invite and engage church and community members in ACCA Board meetings

“As each has received a gift, employ it for one another, as good stewards of God’s varied grace...whoever renders service, as one who renders it by the strength which God supplies; in order that in everything God may be glorified through Jesus Christ.” ---1 Peter 4:10-11
Summary of Responses to Constant Contact Survey of ACCA ORs  (N= 9)  
June 6, 2011

1. How long have you served as an Official Representative (OR) to ACCA?  
   0-2 yr. (4 responses)          3-5 yr. (1 response)          5-10 yr. (1 response)           > 10 yr. (3 responses)  

2. How often do you attend the monthly ACCA board meetings?  
   Almost every meeting (8 responses)       About half the time (1)       Fewer than half (0)  

3. What methods have worked to communicate the needs of ACCA to your church members?  
   A.- Write articles for monthly newsletter mailed to homes & notices in weekly service bulletin about  
      special fundraisers, pantry needs, etc.  
   - Hand out printed newsletters with bulletin  
   - Post notices on parish bulletin boards  
   - Direct contact with potential volunteers  
   - Announcements in services  
   - Requests to vestry - parish board on funding needs  
   B. Giving notices to church secy to have the pastor either post info in weekly bulletin or items to post  
      on church's bulletin board  
   C. E-mail to membership list  
   - E-mail to specific church leaders  
   - Announcements during church meetings  
   - Distribution of ACCA News to church attendees  
   D. Use of church newsletter.  
   E. Announcements in church bulletin, bulletin boards, sharing news in "announcement" portion of  
      Sunday service.  
   F. Bulletins, announcements.  
   G. Newsletter and bulletin  
   H. Service leaflet; monthly newsletter; vocal announcements during church services; talking directly  
      with the rector, senior warden and others; soliciting volunteers by first identifying a potential  
      candidate and then speaking with them directly; having a table at the annual "rally day;" ....  
   I. Email Communication, Digital Copies of Information/Handouts, Church Council Reports  

4. What methods have worked to enlist and encourage volunteer participation by church members?  
   A. - Direct contact by email and in person with potential volunteers & people who have already  
      volunteered for an activity  
   - Written announcements  
   - Asking others to make direct contact  
   - Requesting entries on "time and talent" forms (filled out by church members at time of financial  
      pledges)  
   - Asking rector to make announcements at service  
   B. Speaking to and conversing with church members when I see them at various functions and using  
      the methods in the answer noted above.  
   C. Methods above; personal solicitation in Church meetings or by telephone  
   D. Newsletter and word of mouth
E. Person-to-person contact, plus above methods
F. Bulletins, announcements, personal contacts.
G. Recruit at Volunteer Activity Sunday in September.
H. Selecting a potential candidate and asking them directly to consider volunteering.
I. Awareness through our newsletter and bulletin

5. What methods have worked to maintain and increase financial support from your church?

A. Contacts with finance committee members (who prepare draft budgets)
   - Contact with vestry (governing board)
   - Contact with womens' group and men's group
B. Reminding the pastor when speaking to him and giving him an update on what is going on;
   remind him to read ACCA's messages
C. Church donates food from its warehouse to Pantry once or twice yearly.
   Members asked to contribute to ACCA via United Way and to the Challenge Grant
D. Work with church Mission Commission
E. Ditto
F. Personal contacts.
G. First Sunday Collection every month
H. Making news about ACCA plentiful. Speaking up for ACCA at budget time.
I. Leading the Budget cycle, Challenge Grant information sharing

IV. What methods ensure that your church is always represented at Board meetings?

A. At one time there were two ORs, and we both attended or alternated. When only one OR, I asked
   an ACCA volunteer to substitute.
B. Hopefully B____ or I am able to attend depending on our personal schedules. I always tell him
   when I am unable to so hopefully he can.
C. Not an issue since I attend most all meetings.
D. Ensuring that at least someone from our church will be there
E. Never a problem
F. If I can't go, I try to find a sub.
G. Attend meetings
H. If I can't come, I generally try to obtain a substitute, but that rarely works.
I. Still working on this

7. What parts of ACCA meetings are most useful to you as OR?

A. -Highlights of recent events and committee news
   -Fellowship
   -Hearing from special guests and awardees
   -Discussion of areas ACCA might change, e.g. Facebook presentation
B. Learning different ideas of others that I may not have thought of to get more interested in helping
C. Information on upcoming events and discussion of ways to get participation.
D. Committee reports on actions in the community.
E. All are useful
F. Discussion of upcoming needs, volunteer opportunities, issues that need to be passed on to the congregation.
G. Reports from the various activities
H. Keeping informed as to what is going on in ACCA
I. Updates from committees

8. **What parts of ACCA Board meetings are least useful to you?**

A. Previously, long reports from committees were not as helpful. Recent emphasis on written reports with only highlights given orally has helped.
B. NONE
C. Duplication of e-mail and meeting reports on the various ministries. Financial report is much too detailed.
D. Announcements that don't directly impact the work of ACCA.
E. N/A
F. The monthly committee reports which normally are emailed in advance, these can be viewed by those who are interested and passed on by others. No need to send in advance and also read the contents.
G. Reports that go on too long. Most people at the meeting know what is involved in the various activities.
H. (Blank)
I. N/A

9. **What changes would make Board meetings more useful to you as OR?**

A. - I like meetings to end not later than 9 pm
   - More discussion on emerging needs or changes in ongoing ministries
   - Consolidation of written reports to reduce number of emails
B. CANNOT THINK OF ANY AT THIS MOMENT
C. Find someway to summarize the pages of financial report. How about some charts?
D. Quicker summary of important issues.
E. Meetings are well-organized and well-led.
F. Meetings begin very late in the evening, it would be helpful to begin earlier.
   Eliminate the reading of reports. Discuss new business, action items and items that require a vote.
G. Make sure that the "Christian" in ACCA is not downplayed and the original ideals of ACCA, envisioned by the founders, are not lost.
H. (Blank)
I. NONE
PASTORS ARE KEY LEADERS IN ACCA

ACCA needs you, *our religious (spiritual) leaders*, to help our organization. Now in our 45th year, we need new volunteers, fresh and eager – and you are the link to help us locate these new volunteers---people who can help the most! Here are some suggestions:

**DESIGNATE AN ACCA SUNDAY**: Once a year, devote the sermon, readings, and a prayer to the theme of Christian service in our local community. ACCA performs true mission work in our own neighborhoods.

**REVIEW YOUR ACCA STRUCTURE**: Who is your church representative? Do you meet with him/her? Is it time to designate a new person? Call your Official Representative (OR) in for an informal chat. Does your church provide volunteer drivers, furniture moving teams, family emergency committee members? Do you have an ACCA food basket? Does your church make regular cash contributions to ACCA?

**PROVIDE PUBLICITY AND RECOGNITION**: You are our most important leader! Be certain that everyone knows that you support ACCA. Call for new volunteers. Publicize ACCA in your publications, on your bulletin boards, etc. Tell newcomers about ACCA as a way to serve the church.

**INVOLVE YOUR YOUTH GROUP**: ACCA is activity and young people like activity. They can earn community service credits! Encourage your youth to volunteer for the Furniture Committee, the Crop Walk, food drives and food delivery, Rebuilding Together, and many other projects.

**CALL UPON ACCA OFFICERS**: To provide help with speakers and audiovisual aids about ACCA for any meetings within your church.

**POST THIS INFORMATION**: On your bulletin board or reminder calendar so you will think of ACCA.

*HELP OUR CHURCH BASED ORGANIZATION TO DO ITS COMMUNITY WORK*
8. Meeting Dates for Current Year
### ACCA BOARD OF DIRECTORS’ MEETING LOCATIONS FOR 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2016</td>
<td>No meeting</td>
</tr>
<tr>
<td>February 2</td>
<td>Hope Lutheran</td>
</tr>
<tr>
<td>March 1</td>
<td>Ravensworth Baptist</td>
</tr>
<tr>
<td>April 5</td>
<td>St. Alban’s Episcopal</td>
</tr>
<tr>
<td>May 3</td>
<td>John Calvin Presbyterian</td>
</tr>
<tr>
<td>June 7</td>
<td>St. Barnabas Catholic</td>
</tr>
<tr>
<td>July 19</td>
<td>Queen of Apostles Catholic</td>
</tr>
<tr>
<td>August</td>
<td>No meeting</td>
</tr>
<tr>
<td>September 6</td>
<td>Mt. Pleasant Baptist</td>
</tr>
<tr>
<td>October 4</td>
<td>Cornerstone Evangelical Free</td>
</tr>
<tr>
<td>November 1</td>
<td>CDC</td>
</tr>
<tr>
<td>December 6</td>
<td>Warner Baptist</td>
</tr>
</tbody>
</table>

**Board meetings begin at 7:45 p.m. Come at 7:30 p.m. for refreshments and fellowship.**
9. Key Activities by Month
### ACCA: Key Activities by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Actions/Decisions/Events</th>
<th>Information/Announcements</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Appt. of Committee Chairs by President</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td></td>
<td>Monitoring Gen Assembly</td>
<td>Hypothermia Program, Warm Clothing Drive</td>
</tr>
<tr>
<td></td>
<td>Remind Board of Conflict of Interest Policy</td>
<td>Challenge Grant Campaign</td>
</tr>
<tr>
<td>February</td>
<td>Monitor General Assembly</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td>March</td>
<td>Board approves Testimony on County Budget</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td>April</td>
<td>Rebuilding Together (last Saturday)</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td>May</td>
<td>Finance Committee presents Budget for next FY</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td>June</td>
<td>Board approves Budget</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td>July/August</td>
<td>Ruffing Scholarships</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td></td>
<td>Making a Difference Award</td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>Update Annual Report</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td></td>
<td>Update Strategic Priorities</td>
<td></td>
</tr>
<tr>
<td>October</td>
<td>President appoints Nominating Committee.</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td></td>
<td>CROP Walk</td>
<td>Publication of Annual Report &amp; Brochure</td>
</tr>
<tr>
<td></td>
<td>Challenge Grant Campaign begins</td>
<td>Challenge Grant Campaign</td>
</tr>
<tr>
<td></td>
<td>Pastor/Partner Luncheon</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>Officer Nominations</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td></td>
<td>Thanksgiving Services</td>
<td>Hypothermia Program, Challenge Grant Campaign</td>
</tr>
<tr>
<td></td>
<td>Approve Strategic Plan</td>
<td></td>
</tr>
<tr>
<td>December</td>
<td>Annual Meeting</td>
<td>OR, Treasurer, CDC &amp; Committee Reports</td>
</tr>
<tr>
<td></td>
<td>Election of Officers</td>
<td>Hypothermia Program, Challenge Grant Campaign</td>
</tr>
<tr>
<td></td>
<td>Meeting sites for next year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hypothermia Program</td>
<td></td>
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</tbody>
</table>
10. POLICIES

- NON-DISCRIMINATION
- CONFLICT OF INTEREST
- WHISTLEBLOWERS
- RECORDS RETENTION
NON-DISCRIMINATION POLICY

ACCA, Inc., (Annandale Christian Community for Action) recruits and utilizes volunteers and employees and provides services to persons in need regardless of race, color, gender, sexual identity, religion, age, physical or mental disability, veteran status, national or ethnic origin, or other criteria protected by federal or state law.

ACCA, Inc., is an equal opportunity employer. ACCA, Inc., will not discriminate against any person in employment, recruitment, advertisements for employment or volunteers, compensation, termination, promotions, or other conditions of employment or otherwise against any employee, job applicant, or volunteer on the basis of race, color, gender, sexual identity, religion, age, physical or mental disability, veteran status, national or ethnic origin, or other criteria protected by law.

Harassment or intimidation of a client, employee, volunteer or guest because of that person’s race, color, gender, sexual identity, religion, age, physical or mental disability, veteran status, national or ethnic origin, or other criteria protected by federal or state law is specifically prohibited and may be grounds for termination. Harassment and intimidation include abusive, foul or threatening language or behavior.

Issues of discrimination, harassment, or intimidation on any of these bases should immediately be reported to a supervisor or to a member of the board of ACCA. Inc., or the ACCA Child Development Center. The person who receives the report must immediately advise the President or Vice President of ACCA, Inc., as appropriate. The President or designee will investigate and bring resolution to the discrimination charge.

(This policy was adopted by the ACCA Board of Directors on November 5, 2013. It updates the policy adopted by the Board on March 4, 2008.)
ACCA, INC., CONFLICT OF INTEREST POLICY

It is in the best interest of ACCA, Inc. (Annandale Christian Community for Action) to be aware of and properly manage conflicts of interest. The policy is designed to help identify situations that present potential conflicts of interest and to provide ACCA, Inc., with a procedure to appropriately manage conflicts in accordance with legal requirements and the institutional goals of accountability and transparency. This policy is intended to supplement but not replace any applicable state and federal laws governing conflicts of interest applicable to nonprofit organizations.

No Board member of ACCA, Inc., or of the ACCA Child Development Center (CDC) shall derive any personal profit or gain, directly or indirectly, including gain to members of his or her family, by reason of his or her participation in ACCA, Inc. There shall be an exception only for activities that may facilitate professional advancement or contribute to the profession such as publications, conferences and workshops, and professional service, provided that such activities have been fully disclosed to the Board of ACCA, Inc., or the CDC, as appropriate. This policy shall also apply to any other individual whom the Board of ACCA, Inc. or the CDC designates because of his or her responsibilities in the organization.

Each individual shall disclose to the ACCA, Inc. or CDC Board, as appropriate, any financial interest which, to the best of the individual’s knowledge and belief, he or she or any member of his or her family may have in any matter pending before the Board, and shall refrain from participation in any discussion or decision on such matter. If there is any question as to whether there is a conflict of interest and withdrawal from participation is required, the matter shall be resolved by vote of the ACCA, Inc. or CDC Board, as appropriate.

Each member of the ACCA, Inc. and CDC Boards, and any other individual to whom this policy applies, shall sign the statement below. Once each year each Board shall remind its members of this policy.

I acknowledge that I have received the Conflict of Interest Policy for ACCA, Inc. Furthermore, I have read and understand the purpose of the policy is to protect the integrity of the mission and operation of ACCA, Inc.

Signature: _________________________________  Date: _______________

Printed Name: ______________________________

(approved May 1, 2012)
ACCA, INC., WHISTLEBLOWER POLICY

ACCA, Inc. (Annandale Christian Community for Action) is committed to high standards of ethical, moral and legal business conduct. In line with this commitment, any illegal activity, including but not limited to crimes against person or property, shall immediately be reported to local law enforcement personnel.

This policy is intended to encourage ACCA, Inc. and CDC Board members, staff (paid and volunteer) and others to report suspected or actual occurrence(s) of illegal or unethical events (behaviors or practices), including violations of ACCA policies, without fear of retaliation.

1. In most cases, a whistleblower should promptly report the suspected or actual event to his or her supervisor. In the case of the ACCA Child Development Center, the event should be reported to the CDC Director or the CDC Board Chair, as appropriate.

2. If the whistleblower is reluctant to report to his or her supervisor, the whistleblower may report the event to another level of management, or to a Board officer or Committee chair or member.

3. Supervisors, managers and/or Board members who receive whistleblower reports must promptly report the activity to the President or Vice President of ACCA, Inc., as appropriate. The President or designee will investigate and bring resolution to the report that is in the best interest of the organization.

4. The whistleblower may request anonymity. To the extent possible during investigation and resolution, the request will be honored. Where the whistleblower requests anonymity, his or her identity will not be disclosed to the whistleblower’s supervisor or to the person against whom the report is made unless required by legal action.

5. ACCA, Inc., expressly prohibits any form of retaliation, including harassment, intimidation, adverse employment actions, or any other form of retaliation, against any person who in good faith reports suspected illegal or unethical events, including violations of ACCA policies; or who cooperates in inquiries or investigations into such allegations.

6. A whistleblower who is determined to have made a report that is not in good faith is subject to discipline, including termination of the Board, volunteer or employee relationship, or other legal means to protect the reputation of ACCA, Inc., and members of its Boards and staff.

7. Any person who believes that he or she has been subjected to retaliation for reporting illegal or unethical events, including violations of ACCA policies, should immediately report such incident to his or her supervisor or to a member of the ACCA, Inc. or CDC Board. The person who receives the report must immediately advise the President or Vice President of ACCA, Inc., as appropriate. The President or designee will investigate and bring resolution to the retaliation charge.

8. Any person who retaliates against a whistleblower will be subject to discipline, including termination of Board, volunteer or employee status.

(approved May 1, 2012)
## ACCA

### Record Retention Schedule

<table>
<thead>
<tr>
<th>Type of Record</th>
<th>Retention Period</th>
<th>Instructions</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Records</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Articles of Incorporation</td>
<td>Permanent</td>
<td>Place in acid free folder then store in permanent location. Keep a working copy in the active files.</td>
<td>ACCA President</td>
</tr>
<tr>
<td>By Laws</td>
<td>Permanent</td>
<td>Place in acid free folder store in permanent storage. Keep a working copy in the active files.</td>
<td>ACCA President, Recording Secretary</td>
</tr>
<tr>
<td>Board Meeting Minutes (includes CDC Board minutes and ACCA Committee Reports)</td>
<td>Permanent</td>
<td>Place in acid free folder with attachments by month. Store in permanent storage by year.</td>
<td>Secretary</td>
</tr>
<tr>
<td>Annual Report (includes Committee &amp; Programs annual reports)</td>
<td>Permanent</td>
<td>File in acid free folder. Store in permanent storage by year. Keep working copy in active files</td>
<td>Secretary/Development Committee Chair</td>
</tr>
<tr>
<td>Newsletters</td>
<td>Permanent</td>
<td>File in acid free folder. Store in permanent storage by year. (Includes E copy printed and filed by month.)</td>
<td>Editors / CDC Director</td>
</tr>
<tr>
<td>Legal Matters and related Correspondence: [wage garnishments, liens, subpoenas, worker’s comp cases, custody cases, discrimination claims, government investigations, letters from lawyers, certified copies of CDC records, internal attorney advice], (includes hard copy of)</td>
<td>Permanent if ACCA/CDC is a Party. Temporary - Hold 1 year after legal matter resolved.</td>
<td>Legal matters and related correspondence hold in active files until matter is resolved. Hold for 1 year after matter resolved and shred. Hold permanently in acid free folders if ACCA/CDC is party in legal matter.</td>
<td>President &amp; CDC Director</td>
</tr>
<tr>
<td>Type of Record</td>
<td>Retention Period</td>
<td>Instructions</td>
<td>Responsibility</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>important electronic records, i.e. emails etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACCA and CDC Priorities/ Strategic Plans</td>
<td>Permanent</td>
<td>File in acid free folders and store in permanent storage. Keep a working copy in the active files.</td>
<td>President &amp; CDC Director</td>
</tr>
<tr>
<td>ACCA Committees and Programs (except Development &amp; Scholarship committees)</td>
<td>3 Years</td>
<td>Hold 3 years or until no longer needed, whichever is longer, then destroy; shred client/financial info.</td>
<td>Committee Chairs and Program Chairs</td>
</tr>
<tr>
<td>Development Committee(s) - Grant applications, Approvals, Notifications, Reports, Contracts.</td>
<td>5 years</td>
<td>Hold 5 years or until no longer needed, whichever is longer, then destroy.</td>
<td>Committee Chairs &amp; CDC Director</td>
</tr>
<tr>
<td>ACCA Ruffing Scholarship Committee</td>
<td>Permanent/Temporary</td>
<td>Hold applications until no longer needed. Then shred. List of recipients hold in acid free folder 1 year then store in permanent storage.</td>
<td>Committee Chair</td>
</tr>
<tr>
<td>General Correspondence with customers/vendors</td>
<td>1 year</td>
<td>Hold 1 year or until no longer needed, whichever is longer. Then destroy.</td>
<td>All</td>
</tr>
<tr>
<td>Annual Directory (January Edition)</td>
<td>Permanent</td>
<td>Store hard copy permanently in acid free folder. Keep working copy in active electronic files until no longer needed, then properly destroy.</td>
<td>ACCA Computer Coordinator</td>
</tr>
</tbody>
</table>

**Financial Records**

<table>
<thead>
<tr>
<th>Type of Record</th>
<th>Retention Period</th>
<th>Instructions</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audits</td>
<td>Permanent</td>
<td>File in acid free folder. Store in permanent storage by year. Keep working copy in active files.</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Financial Statements (Annual Corporate Reports)</td>
<td>Permanent</td>
<td>File record copy in acid free folder and store in permanent storage. Keep</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Type of Record</td>
<td>Retention Period</td>
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<td>Responsibility</td>
</tr>
<tr>
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<td>------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Journal/ General Ledger</td>
<td>7 years</td>
<td>Hold in active files until no longer needed. Then store by year until destruction date. Shred or properly destroy.</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>Check Registers/books (includes cancelled checks, bank deposit slips, petty cash records)</td>
<td>7 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date. Shred or properly destroy.</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>Receipts &amp; expenditures</td>
<td>7 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date. Shred</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>Tax Records (Includes Tax exemption State, IRS filings and approvals)</td>
<td>Permanent</td>
<td>File in acid free folder and store in permanent storage. Keep working copy for reference in active files.</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>ACCA Mortgages, Leases, Deeds, Contracts, and Bills of sale</td>
<td>7 Years</td>
<td>Hold until expired, then store for 7 years and shred.</td>
<td>Treasurer / CDC Accounts Manager</td>
</tr>
<tr>
<td>Insurance Policies - Property, Health, Liability, Worker's Compensation.</td>
<td>Permanent</td>
<td>File in acid free folder and store in permanent storage. Keep working copy for reference in active files.</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>Insurance Claims, Accident Reports</td>
<td>7 Years</td>
<td>Hold in active files until no longer needed then store until destruction date. Shred</td>
<td>Treasurer / CDC Accounts Manager</td>
</tr>
<tr>
<td>Inventory Records (products, materials, supplies)</td>
<td>3 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date and destroy.</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>Fixed Assets Inventory (includes vehicles and equipment).</td>
<td>7 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date. Then destroy</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
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</tr>
<tr>
<td>Donations in Kind</td>
<td>3 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date and destroy.</td>
<td>Committee Chairs / CDC Director</td>
</tr>
<tr>
<td>Invoices</td>
<td>7 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date. Shred</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>Investment Records</td>
<td>7 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date. Shred</td>
<td>Treasurer &amp; CDC Accounts Manager</td>
</tr>
<tr>
<td>CDC</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>CDC Board Policies &amp; Resolutions</td>
<td>Permanent</td>
<td>Store in acid free folder and place in permanent storage, after approval by CDC Board. Keep working copy in active files.</td>
<td>CDC Director</td>
</tr>
<tr>
<td>CDC Board Monthly Reports</td>
<td>Permanent</td>
<td>Store in acid free folder and place in permanent storage. Keep working copy in active files.</td>
<td>CDC Director</td>
</tr>
<tr>
<td>Disaster Recovery Plan</td>
<td>3 years</td>
<td>Hold in active files - update as necessary. Destroy outdated/no longer needed copies.</td>
<td>CDC Director</td>
</tr>
<tr>
<td>Payroll Records, includes payroll register, payroll tax withholding, earnings records, payroll tax returns, W-2 Statements.</td>
<td>7 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date. Shred</td>
<td>CDC Accounts Manager</td>
</tr>
<tr>
<td>Time Cards/Sheets</td>
<td>3 years</td>
<td>Hold in active files until no longer needed. Then store until destruction date. Shred</td>
<td>CDC Accounts Manager</td>
</tr>
<tr>
<td>U.S. Dept. of Agriculture - Agreement, Annual Memoranda of Agreement</td>
<td>Permanent/ 5 years</td>
<td>Agreement kept permanent in Acid free folder, Copy in Active files. MOAs hold 5 years or until no longer needed, whichever</td>
<td>CDC Operations Manager/ CDC Accounts Manager</td>
</tr>
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</tr>
<tr>
<td>Fairfax County Public Schools Food Service Agreement - Annual renewal</td>
<td>Permanent/ 5 years</td>
<td>Agreement kept permanent in Acid free folder, Copy in Active files. Renewals hold 5 years or until no longer needed, whichever is longer, then shred the renewal.</td>
<td>CDC Operations Manager/ CDC Accounts Manager</td>
</tr>
<tr>
<td>Virginia State Dept. of Social Services - Child Care Subsidy Program - Agreement, Annual MOA</td>
<td>Permanent/ 5 years</td>
<td>Agreement kept permanent in Acid free folder, Copy in Active files. MOAs hold 5 years or until no longer needed, whichever is longer, then shred the MOAs.</td>
<td>CDC Operations Manager / CDC Accounts Manager</td>
</tr>
<tr>
<td>Fairfax County Child Care Subsidy Program - Agreement, annual MOA</td>
<td>Permanent /5 years</td>
<td>Agreement kept permanent in Acid free folder, Copy in Active files. MOAs hold 5 years or until no longer needed, whichever is longer, then shred the MOAs.</td>
<td>CDC Operations Manager/ CDC Accounts Manager</td>
</tr>
<tr>
<td>State of Virginia - Dept; of Social Services - Inspection</td>
<td>2 years</td>
<td>Post for 2 years and destroy.</td>
<td>CDC Operations Manager</td>
</tr>
<tr>
<td>Fairfax County Fire Marshall - Inspection</td>
<td>1 year</td>
<td>Post for 1 year and destroy.</td>
<td>CDC Operations Manager</td>
</tr>
<tr>
<td>Fairfax County Dept. of Health - Inspection</td>
<td>1 year</td>
<td>Post for 1 year and destroy.</td>
<td>CDC Operations Manager</td>
</tr>
</tbody>
</table>

**Personnel Records**

<table>
<thead>
<tr>
<th>Type of Record</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Employee Files (includes all materials regarding an employee.)</td>
<td>Hold 7 years after termination/retirement</td>
<td>Hold in active files until 1 year after termination/retirement then file in inactive files 6 years. Separate the insurance and retirement/pension materials, and retain until</td>
<td>CDC Director</td>
</tr>
<tr>
<td>Type of Record</td>
<td>Retention Period</td>
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<td>Responsibility</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>no longer needed plus three years, shred other materials.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Description Policy (Includes job descriptions)</td>
<td>3 years</td>
<td>Hold 3 years after expired in active files, then destroy.</td>
<td>CDC Director</td>
</tr>
<tr>
<td>Advertisements for openings, applications, resumes. (Not Hired)</td>
<td>1 year</td>
<td>Hold 1 year and shred</td>
<td>CDC Director / CDC Operations Manager</td>
</tr>
</tbody>
</table>

**Education Records**

| Pupil Records (includes all records regarding a pupil.)                       | 5 years after withdrawal | Hold in active files until pupil leaves school, then store until destruction date and shred. | CDC Operations Manager                |
| Tuition                                                                       | 7 years                  | Hold in active files until no longer needed. Then store until destruction date. Shred | CDC Accounts Manager                  |

**Note:** Paper copies must be kept of all documents required to be kept permanently.

**Note:** Other documents may be kept in electronic or paper form. If in electronic form they must be permanently deleted or destroyed in any case where this schedule states a document must be shredded.

(approved May 1, 2012)
ACCA Communications Policy

Mission: The Annandale Christian Community for Action, incorporated as ACCA, Inc., is an alliance of churches in the Annandale community and adjacent areas that provides child care, food, rental assistance, furniture, and other services to low-income families in the area. ACCA’s mission is doing what Jesus would do by serving our neighbors in need. “Whatsoever you do to the least of my people, that you do unto me.” (Matthew 25:40)

Communications Goal: ACCA communicates with its member churches, partners, volunteers, supporters and the local community. The goal of ACCA communications is to raise awareness about ACCA’s mission and work, engage current and new supporters, and build community.

Communications Guidelines: Volunteers manage ACCA’s email list serve, monthly online newsletter, print newsletter, annual report, brochures, social media and website. Volunteers responsible for ACCA communications adhere to the following guidelines and procedures:

• All communications on behalf of ACCA should be thoughtful, respectful and polite.
• ACCA disseminates information about ACCA-sponsored activities and information that relates to ACCA’s mission and goals.
• ACCA may also distribute information from its member churches, partners, and other community-based organizations that furthers ACCA’s mission and goals.
• Items from other organizations are disseminated for informational purposes only; there is no explicit or implied endorsement.
• ACCA reserves the right to refuse to disseminate items that do not further its goals; when in doubt, volunteers may consult the Communications Chair or the ACCA President.

Participation in Political Campaigns: ACCA, Inc. is non-partisan and does not participate in political campaigns. No member of the ACCA or CDC board of directors may use the "ACCA" name or their position in ACCA to publicly support or endorse a candidate for political office.

An ACCA or CDC board member may personally endorse a candidate of their choice, but their affiliation with ACCA, Inc. may not be mentioned in any statement of support or endorsement unless they expressly state that their comments are personal and do not represent the views of ACCA, Inc.

This policy will be distributed to all members of the ACCA and CDC board at least once per year and they will be reminded of the importance of compliance with this and other official policies of ACCA, Inc.

As amended December 1, 2015
11. Insurance for Volunteers
INSURANCE COVERAGE FOR ACCA VOLUNTEERS

1. **Use of personal vehicle for ACCA programs: Pantry, Transportation.** Covered under the individual’s own personal auto insurance because insurance follows the vehicle. ACCA’s liability policy would provide secondary coverage if the volunteer’s policy does not pay at all or does not pay enough. It normally will reimburse the deductible of the personal automobile policy.

2. **Exposure to unsafe conditions.** Covered under ACCA’s liability policy at $1M per occurrence, $5,000 for medical expenses, and $2,000 for wage reimbursement.

3. **Injury while volunteering in one of ACCA’s programs such as lifting food containers, stocking shelves, or moving furniture.** Covered up to $5,000 for medical expenses and $2,000 for wage reimbursement.

4. **Money Captains’ or Food Captains’ recording and control of private client information for paper or electronic referrals and records.** Volunteers would be provided Fidelity coverage of $10,000 per person per occurrence.

5. **Use and release of email addresses for electronic newsletter and directories of volunteers.** The ACCA Policy also has $50,000 of computer related liability coverage.

6. **Accident in ACCA truck,** $1 million liability insurance per occurrence, plus $5,000 medical expenses and $5,200 each person in income loss benefits.

Coverage is through Brotherhood Mutual Insurance Company handled by The National Church Group, Leesburg, VA

**Meals on Wheels drivers are covered by Fairfax County.**
12. ACCA Directory
ACCA Directory

A public version of the directory can be found on the web site at two locations:

1. The Board of Directors is at
   http://www.accacares.org/BoD.html
2. The Organizations Representative and their churches are at
   http://www.accacares.org/representatives.html

A more detailed version will be emailed to you, as well as regular updates as they are created. The detailed information is not on the web site because of privacy information.