



# **Boys and Girls Club of Meriden Mentor Program Policy and Procedure Manual**



**BOYS & GIRLS CLUB**  
OF MERIDEN



**Table of Contents**

Boys and Girls Club of Meriden Policy and Procedure Manual \_\_\_\_\_ 3

Overview \_\_\_\_\_ 4

    History \_\_\_\_\_ 4

    Mission Statement \_\_\_\_\_ 5

    Our Vision \_\_\_\_\_ 5

Policies \_\_\_\_\_ 6

    Recruitment Policy \_\_\_\_\_ 6

    Inquiry Policy \_\_\_\_\_ 6

    Eligibility Policy \_\_\_\_\_ 6

    Screening Policy \_\_\_\_\_ 8

    Training Policy \_\_\_\_\_ 8

    Matching Policy \_\_\_\_\_ 9

    Match Support and Supervision Policy \_\_\_\_\_ 9

    Recognition Policy \_\_\_\_\_ 10

    Record Keeping Policy \_\_\_\_\_ 10

    Confidentiality Policy \_\_\_\_\_ 11

    Transportation Policy \_\_\_\_\_ 13

    Overnight Visits and Out-of-Town Travel Policy \_\_\_\_\_ 13

    Mandatory Reporting of Child Abuse and Neglect Policy \_\_\_\_\_ 14

    Use of Alcohol, Drugs, and Firearms Policy \_\_\_\_\_ 15

    Unacceptable Behavior Policy \_\_\_\_\_ 15

    Closure Policy \_\_\_\_\_ 16

    Evaluation Policy \_\_\_\_\_ 17

Procedures \_\_\_\_\_ 18

    Recruitment Procedures \_\_\_\_\_ 18

    Inquiry Procedure \_\_\_\_\_ 18

    Mentor Screening Procedure \_\_\_\_\_ 19

    Mentee Screening Procedure \_\_\_\_\_ 20

    Training Procedures \_\_\_\_\_ 21

    Matching Procedure \_\_\_\_\_ 22

    Match Support and Supervision Procedure \_\_\_\_\_ 23

    Recognition Procedure \_\_\_\_\_ 25

    Mandatory Reporting of Child Abuse and Neglect \_\_\_\_\_ 26

    Closure Procedure \_\_\_\_\_ 27

    Evaluation Procedure \_\_\_\_\_ 29

    Use of Alcohol, Drugs, and Firearms Policy \_\_\_\_\_ 30



**BOYS & GIRLS CLUB**  
OF MERIDEN  
GREAT FUTURES START **HERE.**

**Boys and Girls Club of Meriden  
Mentor Program  
Policies and Procedures**

# **Boys & Girls Club of Meriden Policy and Procedure Manual**



## Overview

### History

One of the four oldest Boys' Clubs in the nation, the Meriden Boys' Club originated in a single room in Turner Hall on Veteran Street with a stove, a library of 150 books, several parlor games, and a few scattered tables and benches. W. H. Catlin was the initial organizer of the Club that was established on March 27, 1888.

In 1906 the Club became one of 56 charter members of Boys' Clubs of America, which celebrated its 100th Anniversary in 2006. Shifting locations many times during its earliest stages, the Club in 1911 moved into the Veteran Street building, the Club's home for the next 45 years. Joe Coffey, the man most responsible for the erecting of the Lincoln St. building, took over as acting Executive Director in 1939 when then Director, Tex Diller, a retired colonel in the Army, went to fight in WWII. In 1947 the "acting" was dropped from Coffey's title when Tex Diller officially retired from the Club.

Cuno Camp, an overnight camp in Warren, Connecticut, was established in 1923 when Charles H. Cuno created the Cuno Family trust fund. In 1949 the Warren property was sold and property in the Stoddard Drive area (across from Lincoln Middle School) was purchased. The camp was converted to a day camp that same year.

The Club's rapidly expanding membership soon outgrew the Veteran St. building, which in 1956 was 90 years old, and in 1954 plans for a new recreation center began. Designed by William H. MacKay, a Meriden architect, the new clubhouse, at the corner of Washington and Lincoln streets, was a modern two-story structure of functional design. It housed the latest equipment and had a well-equipped gymnasium, shower and locker rooms, a library, combination rifle and archery range, woodworking shop, and two large, well-lit game rooms.

Cuno Camp, which sat smack in the middle of robust land development, moved from Stoddard Dr. to its current home on Beaver Lake Road in 1961. The new property had been part of the Sambone family farm until it was sold to the Club.

In 1976, then assistant director Gary "Tex" Burt was hired as executive director when Joe Coffey retired. He faced his first big challenge later that year when Beaver Lake was deemed unsafe for swimming due to high bacteria counts. An alternate swimming spot had to be found. The Groth family, former owners of Mountainside Outing Club, came to the Club's rescue. The entire camp was bussed there each morning for its members to swim and utilize their ample outdoor recreation facilities. In 1984 the Club began a capital campaign for the addition of a swimming pool to Cuno Camp. The pool was ready for use in 1985.



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## **Boys and Girls Club of Meriden Mentor Program Policies and Procedures**

Fall of 1979 saw the addition of the King Youth Soccer League with 56 boys on 4 teams. The league currently operates in the fall with about 350 boys & girls on 20-plus teams.

In 1988, the Club celebrated its 100th Anniversary of serving the needs of Meriden's youth.

In 1999 the Club went on a major fundraising campaign to build a 16,000 sq. ft. addition that would double the size of the Club. The Meriden Boys Club officially became the Boys & Girls Club of Meriden when the doors were opened to girls in July of 2000.

The Laura Cuno Camp was added for girls in 2005 when the Club began a significant expansion of the camp facilities.

Gary "Tex" Burt, executive director for 30 years, retired, and Don Maleto assumed the post on Dec. 31, 2005.

The year 2013 saw Don Maleto become Executive Director of the CT. Alliance of Boys & Girls Clubs after Joe Andreana's retirement. After an extensive search, former Castle Bank president Larry McGoldrick was hired.

### **Mission Statement**

To inspire and enable all young people, especially those who need us most to realize their full potential as productive, responsible and caring citizens.

### **Our Vision**

The Boys & Girls Club of Meriden Mentoring Program envisions a community in which every youth experiences nurturing, one-to-one relationships and community support, which in turn allows each of them to develop into their full potential, capable of making informed, responsible decisions as involved members of our community.



## Policies

### Recruitment Policy

It is the policy of the Boys & Girls Club of Meriden that there be ongoing recruitment activities for new mentors. As such, an Annual Recruitment Plan will be developed and will include recruitment goals, strategies to achieve those goals, an annual timeline, and budgetary implications. This plan will be kept current with any ongoing adjustments. Additionally, a detailed Quarterly Recruitment Activity Plan will outline specific tasks and activities.

The program coordinator assumes lead responsibility for the recruitment of new mentors. Other mentoring program staff, the executive director, and advisory board members will support the program coordinator in these activities as required.

### Inquiry Policy

It is the policy of The Boys & Girls Club of Meriden Mentoring Program that all inquiries regarding participation in the mentoring program are responded to within one business day. Superb public relations and customer service must always be provided to all potential program participants, from first contact, throughout the screening process and beyond, regardless of the final screening outcome. All program staff handling calls from prospective mentors must be patient, courteous, and respectful in all interactions. A system, including backup support and staff training, must be in place to ensure this policy is enforced. Confidentiality for all potential participants will be upheld from this initial point of contact forward.

### Eligibility Policy

It is the policy of The Boys & Girls Club of Meriden Mentoring Program that each participant must meet the defined eligibility criteria. Mentoring staff should be knowledgeable of and understand all eligibility criteria required for mentor and mentee participation in the program. Extenuating circumstances may be reviewed at the discretion of the program coordinator and acceptance may then be allowed with the written approval of the program coordinator and executive director when all eligibility requirements are not clearly met. These instances are expected to be rare.

#### **Mentor Eligibility Requirements:**



- Be at least 21 years of age
- Reside in the Meriden area
- Be willing to adhere to all Boys & Girls Club of Meriden policies and procedures
- Agree to a one-year commitment to the program
- Commit to spending a minimum of four hours a month with the mentee
- Be willing to communicate with the mentee weekly
- Complete the screening procedure
- Agree to attend mentor trainings as required
- Be willing to communicate regularly with the program coordinator and submit monthly meeting and activity information
- Have access to an automobile or reliable transportation
- Have a current driver's license, auto insurance, and good driving record
- Have a clean criminal history
- Have never been accused, arrested, charged, or convicted of child abuse or molestation
- Not be a convicted felon. If the applicant has been convicted of a felony, then they may be considered only after a period of seven years with demonstrated good behavior and an appropriate and corrective attitude regarding past behaviors.
- Not be a user of illicit drugs
- Not use alcohol or controlled substances in an excessive or inappropriate manner
- Not be currently in treatment for substance abuse. If a substance abuse problem has occurred in the past the applicant must have completed a nonaddictive period of at least five years
- Not currently be under treatment for a mental disorder or have been hospitalized for a mental disorder in the past three years
- Not have falsified information during the screening process

**Mentee Eligibility Requirements:**

- Be 9–19 years old
- Reside in the Meriden area
- Demonstrate a desire to participate in the program and be willing to abide by all Boys & Girls Club of Meriden policies and procedures
- Be able to obtain parental/guardian permission and ongoing support for participation in the program
- Agree to a one-year commitment to the program
- Commit to spending a minimum of four hours a month with the mentor
- Be willing to communicate with the mentor weekly
- Complete screening procedure
- Agree to attend mentee trainings as required
- Be willing to communicate regularly with the program coordinator and discuss monthly meeting and activity information



## Screening Policy

It is the policy of the Boys & Girls Club of Meriden that each mentor and mentee applicant complete a screening procedure. All staff members must be trained and required to carefully follow the screening procedures.

At minimum, the following screening procedures are required for mentor and mentee applicants. Program staff must ensure that each applicant completes these established minimum screening procedures:

### **Mentor Screening Procedures:**

- Attend the one-hour mentor training
- Complete written application
- Check driving record and gain copy of current insurance coverage
- Check criminal history: state criminal history, child abuse registry, sexual offender registry.
- Same checks must be performed in all states resided in as an adult.
- Provide two personal references
- Complete personal interview

### **Mentee Screening Procedures**

- Attend the one-hour mentee training
- Complete written application
- Obtain parent/guardian consent
- Complete personal (mentee) interview

The decision to accept an applicant into the program will be based upon a final assessment done by program staff at the completion of the mentor or mentee screening procedure. The program coordinator has final approval for an applicant's acceptance into the program. No reason will be provided to mentor applicants rejected from participation in the program.

All mentors are expected to meet the eligibility criteria. However, extenuating circumstances may be reviewed at the discretion of the program coordinator and acceptance may then be allowed with written approval of the executive director and representative of the board of directors when all eligibility requirements are not clearly met. These instances are expected to be rare.

Documentation of the screening process must be maintained for each applicant and placed in confidential files.

## Training Policy





It is the policy of The Boys & Girls Club of Meriden Mentoring Program that all mentors and mentees attend a minimum one-hour initial training session prior to being matched. The agendas must cover basic program guidelines, safety issues (including mandatory reporting), and communication/relationship building skills.

Each mentor and mentee will attend an additional one-hour in-service training session at least twice per year. These in-service sessions will be offered to each group at least quarterly.

It is the responsibility of the program coordinator to plan, develop, and deliver all training sessions with assistance from other agency staff, board members, and volunteers. Evaluation forms will be collected from each training session for the purposes of evaluating/improving the content of the trainings and trainer performance.

### **Matching Policy**

It is the policy of the Boys and Girls Club of Meriden that the program coordinator will follow the guidelines outlined in the match procedure prior to creating a mentor/mentee match. The program coordinator should use the factors outlined in the matching procedure to determine the suitability of a mentor/mentee match.

Matches must be either male adult to male youth or female adult to female youth.

### **Match Support and Supervision Policy**

It is the policy of the Boys & Girls Club of Meriden that mentoring staff will make monthly phone or personal contact with all parties to each match including the mentor, mentee, and parent/guardian. Staff must gather information for that month including the dates and times spent participating in mentoring activities and a description of those activities and assess the success of the match from all party's perspectives. In the case of match difficulties, discord, or concerns, appropriate discussion and intervention must be undertaken to improve or rectify problem areas.

Mentoring program staff must follow the steps outlined in the Match Support and Supervision Procedure. Beyond monitoring the match relationship and activities, program staff must undertake other efforts that support participants, such as regular group activities for matches, ongoing training events, a formal support structure for mentors, and the attainment of admission to community events/activities for match participants.



### Recognition Policy

It is the policy of the Boys & Girls Club of Meriden that all participants— including mentors, mentees, and parents/guardians—be recognized as important to the success of the mentoring program. Emphasis will be placed upon recognizing the program’s volunteer mentors.

It is the responsibility of the program coordinator to, at minimum, plan and implement the following recognition activities:

- Host an annual recognition event including selection of a mentor, mentee, and parent/guardian of the year along with other outstanding service or performance acknowledgments
- Feature a mentor, mentee, parent/guardian, or general match success story in each quarterly newsletter
- Establish a mentor recognition award system for length of service
- Utilize outstanding mentors to help deliver orientation and training sessions for the recruitment and matching of new mentors.

### Record Keeping Policy

It is the policy of the Boys & Girls Club of Meriden that each step of the mentoring application and match process be documented by creating a case file for each potential mentor and mentee. All forms for managing mentor and mentee case files are included within the procedures section of this manual.

All records are to be kept confidential and are to be covered by the conditions outlined in the confidentiality policy. Archival records or those records of past applicants and participants will be maintained and kept confidential for a period of seven years after the close of their participation in the program. After seven years, the records will be shredded and discarded with approval from the executive director and destroyed only by approved individuals.

The program coordinator must keep stringent records of all program activities, utilizing approved forms. All files should be regularly maintained and updated within an electronic database and/or hard copy filing system.

The creation of new forms or the revision of existing forms must be documented and kept within the policy and procedure manual.



## Confidentiality Policy

It is the policy of the Boys & Girls Club of Meriden to protect the confidentiality of its participants and their families. Except for the limitations listed below, program staff will only share information about mentors, mentees, and their families with other Boys & Girls Club of Meriden professional staff and the Board of Directors. Further, all prospective mentors, mentees, and parents/guardians should be informed of the scope and limitations of confidentiality by program staff. Additionally, mentors are required to keep information about their mentee and his/her family confidential.

For The Boys & Girls Club of Meriden to provide a responsible and professional service to participants, it is necessary to ask mentors, mentees, parents/guardians, and other outside sources to divulge personal information about the prospective participants and their families, including:

- Information gained from mentors and mentees, written or otherwise, about themselves and/or their families, in application to and during program participation
- Participants' names and images gained from participants themselves, program meetings, training sessions, and other events
- Information gained about participants from outside sources including confidential references, school staff, employers

Records are, therefore, considered the property of the agency, not the agency workers, and are not available for review by mentors, mentees, or parents/guardians.

### **Limits of Confidentiality**

Information from mentor and mentee records may be shared with individuals or organizations as specified below under the following conditions:

- Information may be gathered about program participants and shared with other participants, individuals, or organizations only upon receipt of signed "release" forms from mentors, mentees, or parents/guardians.
- Identifying information (including names, photographs, videos, etc.) of program participants may be used in agency publications or promotional materials only upon written consent of the mentor, mentee, and/or parent/guardian.
- Members of the Board of Directors have access to participant files only upon authorization by a formal motion of the board. The motion shall identify the person(s) to be authorized to review such records, the specific purpose for such review, and the period during which access shall be granted. Such members of the board granted access shall be required to comply with the agency policies on confidentiality and may use the information only for purposes stated by the approved action of the Board of Directors. Known violations shall be reported to the Board



chairman. A violation of the agency's confidentiality policy by a Board member shall constitute adequate cause for removal from the Board.

- Information may only be provided to law enforcement officials or the courts pursuant to a valid and enforceable subpoena.
- Information may be provided to legal counsel in the event of litigation or potential litigation involving the agency. Such information is considered privileged information, and its confidentiality is protected by law.
- Program staff and volunteers are mandatory reporters and as such must disclose information indicating that a mentor or mentee may be dangerous to or intends to harm him/herself or others.
- If program staff members receive information at any point in the match process that a volunteer is using illegal substances, there is a criminal history of any kind, or is inappropriately using alcohol or other controlled substances, the information will be shared with the parent and they will have the option to reject the prospective mentor or close the existing match.
- At the time a mentor or mentee is considered as a match candidate, information is shared between the prospective match parties. However, the full identity of the prospective match mate shall not be revealed at this stage. Names and addresses are shared with match mates only after the involved parties have met and agree to be formally matched. Each party shall have the right to refuse the proposed match based on the anonymous information provided to them. The information to be shared may include:
  - Mentors: age, sex, race, religion, interests, hobbies, employment, marriage or family status, sexual preference, living situation, reasons for applying to the program, and a summary of why the individual was chosen for the match. Results of driving records and criminal histories may also be shared.
  - Mentees: age, sex, race, religion, interests, hobbies, family situation, living situation, a summary of the client needs assessment, and expectations for match participation.

### **Safekeeping of Confidential Records**

The program coordinator is considered the custodian of confidential records. It is his/ her responsibility to supervise the management of confidential information to ensure safekeeping, accuracy, accountability, and compliance with Board policies.

### **Requesting Confidential Information from Other Agencies**

A mentee's or volunteer's right to privacy shall be respected by the agency. Requests for confidential information from other organizations or persons shall be accompanied by a signed release from the mentor, mentee, and/or parent/guardian.

### **Violations of Confidentiality**



A known violation of the agency policy on confidentiality by a program participant may result in a written warning or disciplinary action such as suspension or termination from the program.

### **Transportation Policy**

It is the policy of The Boys & Girls Club of Meriden Mentoring Program to allow mentors to transport mentees in their own private vehicles. The program coordinator must ensure that all mentors meet the following criteria prior to transporting the mentee:

- All mentors must own a car or have access to reliable insured transportation; all safety equipment including blinkers, lights, brake and back-up lights, seat belts, tires, and brakes must be in good operating condition.
- All mentors must possess a valid driver's license and present proof of auto insurance; a record of insurance will be maintained in the mentor's file and will be updated on an annual basis.
- All mentors must undergo a driving record check and have a clean driving record for the last three years.
- The Boys & Girls Club requires that mentors always obey all traffic laws and use seat belts and headlights.
- Mentors must also avoid taking medication or using any other substances that might impair their ability to drive.
- If an accident occurs while the mentor is engaged in mentoring, it should be reported to the program coordinator promptly.
- The mentor must always carry a copy of the mentee's health insurance information in the transporting automobile in case of emergency.

If any of the above policy is not followed, the mentor will not be allowed to transport the mentee in a private automobile or may face other consequences.

### **Overnight Visits and Out-of-Town Travel Policy**

It is the policy of the Boys and Girls Club to encourage mentor/mentee visits within their own community and limit overnight visits. However, overnight visits and out-of-town trips are permitted under the following conditions:

- Overnight visits and out-of-town travel are only permitted after six months participation with a match.
  - Between six months and one year, overnight visits and out-of-town travel may occur only with approval from both the program coordinator and parent/guardian. Out-of-



town travel may occur only with the accompaniment of the parent/guardian or other person designated by the parent/guardian.

- After one year, both overnight visits and out-of-town travel may occur with permission of the parent only, and the mentee and mentor may travel alone out of town with parental permission. All parties must report all such occurrences during their monthly contact with mentoring staff, the nature of the activity, and the purpose.
- For all admissible out-of-town travel, the parent/guardian must write and sign a permission slip stipulating:
  - Their child is permitted to travel with the mentor to the predetermined destination, specifying names and the location(s) being traveled to.
  - Permission for medical treatment in the case of a medical emergency.
- For all admissible out-of-town travel, the mentor must write out or type a detailed itinerary of the trip, and provide this to the parent/guardian prior to leaving, and include the following:
  - The destination(s)
  - Phone numbers of their cell phone (optional), places being visited, and lodging
  - Times and dates of departure and arrival at each location being visited
  - Expected time of return
- For out-of-town trips of more than one day's duration, the mentor must check in with the parent/guardian daily by phone, if possible.
- During permissible out-of-town travel, the mentor should review and abide by all terms outlined in the transportation policy.

### **Mandatory Reporting of Child Abuse and Neglect Policy**

It is the policy of The Boys & Girls Club of Meriden Mentoring Program that all staff, mentors, and other representatives of the program must report any suspected child abuse and/or neglect of agency clients or program participants immediately. All such suspected reports must be made to appropriate state and/or local authorities. Program staff must follow the mandatory reporting of child abuse and neglect procedure.

All employees, volunteers, and mentors of The Boys & Girls Club of Meriden Mentoring Program are required to undergo training as to what constitutes child abuse and neglect, what the state statutes are, and how to properly report such cases.

Any staff, volunteers, or mentors accused of child abuse or neglect will be investigated by the agency. Contact with program youth will be restricted or constrained and/or the person in question suspended from employment or program participation per the decision of the executive director and board of directors until such investigation is concluded.



### Use of Alcohol, Drugs, and Firearms Policy

It is the policy of The Boys & Girls Club of Meriden Mentoring Program to prohibit and discourage the use of drugs, alcohol, and firearms. Mentees and mentors are prohibited from using drugs or alcohol or possessing firearms while engaged in the mentoring relationship. Any suspected violations should be reported to the program coordinator.

- **Alcoholic Beverages.** No participant of The Boys & Girls Club of Meriden Mentoring Program will possess or consume beer, wine, or other alcoholic beverages while actively engaged or prior to actively engaging in mentoring, nor shall any participant endorse the use of alcohol. Mentors and mentees may go to a location where minors are allowed, and alcohol is served provided that the mentor and youth do not consume any alcohol.
- **Drugs.** No participant of The Boys & Girls Club of Meriden Mentoring Program will manufacture, possess, distribute, or use any illegal substance while engaged in mentoring or otherwise.
- **Tobacco.** The intent of The Boys & Girls Club of Meriden is to create a smoke- and tobacco-free environment. To that end, smoking and the use of all tobacco products is prohibited on the premises of the Club and those involved with the program must refrain from the use of such products while engaged in mentoring. The use of tobacco products includes but is not limited to cigarettes, cigars, pipes, chewing tobacco, snuff, or other matters or substances that contain tobacco.
- **Weapons, Firearms, and Other Dangerous Materials.** The possession or use of firearms, firecrackers, explosives, toxic or dangerous chemicals, or other lethal weapons, equipment, or material while participating in mentoring activities is strictly prohibited.

Any violation of this policy will result in the immediate suspension and/or termination of the mentoring relationship. In addition, violations of this policy may result in notification being given to legal authorities that may result in arrest or legal action and may be punishable by fine and/or imprisonment.

### Unacceptable Behavior Policy

It is the policy of The Boys & Girls Club of Meriden Mentoring Program that unacceptable behaviors will not be tolerated on the part of mentors or mentees while participating in the program. This policy is in addition to behavioral requirements stipulated in other policies or procedures within this manual. This policy in no way is intended to replace or take precedence over other policies or procedures including, but not limited to, the following:



- Confidentiality Policy
- Transportation Policy
- Overnight Visits and Out-of-Town Travel Policy
- Mandatory Reporting of Child Abuse and Neglect Policy
- Use of Alcohol, Drugs, Tobacco, and Firearms Policy

Several behaviors are regarded as incompatible with The Boys & Girls Club of Meriden Mentoring Program goals, values, and program standards and therefore are considered unacceptable and prohibited while participants are engaged in mentoring activities:

- Unwelcome physical contact, such as inappropriate touching, patting, pinching, punching, and physical assault
- Unwelcome physical, verbal, visual, or behavioral mannerisms or conduct that denigrates, shows hostility, or aversion toward any individual
- Demeaning or exploitive behavior of either a sexual or nonsexual nature, including threats of such behavior
- Display of demeaning, suggestive, or pornographic material
- Known sexual abuse or neglect of a child
- Denigration, public or private, of any mentee parent/guardian or family member
- Denigration, public or private, of political or religious institutions or their leaders
- Intentional violation of any local, state, or federal law
- Drinking while driving under the influence of alcohol
- Possession of illegal substances

Any unacceptable behavior, as specified but not limited to the above, will result in a warning and/or disciplinary action including suspension or termination from participation in the mentoring program.

### **Closure Policy**

It is the policy of the Boys and Girls Club of Meriden that all mentors and mentees must participate in closure procedures when their match ends. Closure is defined as the ending of a formal match relationship regardless of the circumstances of the match ending or whether they intend to have future contact informally beyond the match duration. While no party is expected to continue the relationship beyond the formal end of a match, matches may continue in the program beyond the contract period (one year for Boys & Girls Club matches) and receive ongoing support and supervision.





Closure can occur for any number of reasons including: the contracted match duration has ended, one or both participants do not want to continue the match, there are changes in life circumstances of either the mentor or mentee, or an individual no longer meets the requirements for program participation. Hence, the match may end at the discretion of the mentor, mentee, parent/guardian, and/or program coordinator. It is left to the discretion of the program coordinator whether an individual will be reassigned to another match in the future based upon past participation performance and current goals and needs of the program.

Future contact will be at the mutual and informal agreement of the mentor, the mentee, and the parent/guardian. If future contact is agreed upon, The Boys & Girls Club of Meriden Mentoring Program will not be responsible for monitoring and supporting the match after the match has ended. The coordinator will verbally and in writing inform all parties—the mentor, mentee, and parent/guardian—that the formal match has ended, and that The Boys & Girls Club of Meriden Mentoring Program will not be liable for any incidents that occur after the match has closed.

### Evaluation Policy

It is the policy of the Boys & Girls Club of Meriden that evaluation will be a key component in measuring the success of its mentoring program and for making continuous improvements in the effectiveness and delivery of mentoring services.

Evaluation data will be collected every six months for mentees in the program, including the following general measures: youth self-esteem, academic performance, peer and parent relationships, moods, etc.



# Procedures

## Recruitment Procedures

1. All new staff members receive training on the principles of volunteer recruitment and are required to understand the mentoring program's recruitment plan.
2. The program coordinator will take the lead in developing the Annual Recruitment Plan with input from mentoring program staff, the executive director, and advisory board. Planning should be finalized, including agency and board approvals, one month prior to the beginning of the new fiscal year.
3. The program coordinator will complete a detailed Quarterly Recruitment Activity Plan of specific tasks, roles and responsibilities, and a week-by-week timeline, incorporating other staff, the executive director, and advisory board members to implement specific recruitment activities. This activity plan must be reviewed and approved by the executive director and/or advisory board prior to implementation.
4. The program coordinator is responsible for ensuring implementation of the Annual Recruitment and Quarterly Activity Plans.
5. Efforts will be made to hold a recruitment plan review and planning meeting quarterly prior to development of the next quarter's plan to include the program coordinator, full advisory board, and executive director, as well as other program staff or others of concern.
6. The program coordinator will finalize and distribute the quarterly recruitment activity plan to the agency staff and the board.
7. The program coordinator will summarize the Volunteer Inquiry Tracking log and provide the results to the executive director on a quarterly basis along with the number of successful matches.
8. The executive director will provide the yearly budget for recruitment and marketing activities. The program coordinator is responsible for tracking and monitoring expenditures.
9. Based on tracking data and the overall effectiveness of the recruiting efforts, staff will revise the strategy as needed.

## Inquiry Procedure

All persons inquiring to be program participants or making referrals regarding potential mentees must speak directly to mentoring program staff. If program staff members are unavailable, other



agency staff should courteously take a message and inform inquirers they will be contacted within a day. Program staff must follow the inquiry procedure as outlined below:

1. All prospective mentor inquiries will be recorded on the Volunteer Inquiry Tracking form, including how the person heard about the program.
2. All mentor and mentee inquiries regarding participation in the program must be answered within two business days.
3. Program staff provides a verbal overview of the program to all phone and in person inquiries, adjusting the message to whether they are potential mentors or mentees:
  - a. Overview of program and program purpose
  - b. Time and duration commitments
  - c. Overview screening requirements
  - d. Training requirements
  - e. Next step is to attend an orientation session
4. All prospective participants requesting to learn more and/or wanting to attend an orientation session will receive the following materials in person or by mail:
  - a. Program brochure Mentor job description (mentors only)
  - b. Application packet (mentor- or mentee-specific)
  - c. The times and dates of upcoming orientation sessions (mentor- or mentee-specific)
5. The Mentoring Program Coordinator must then hold separate one-hour mentor and mentee orientation sessions at least once a month to provide more detailed information about the program. Orientation sessions are held primarily to create interest among prospective participants and allay any concerns they may have about the program.
6. After prospective participants attend the orientation session and submit an application, the program coordinator may then complete the screening procedure for those who are interested and willing to make the required commitment.

### **Mentor Screening Procedure**

In accordance with The Boys & Girls Club of Meriden Mentoring Program eligibility and screening policies, mentoring program staff should complete the steps below to determine if a candidate qualifies to become a mentor.

1. The applicants must return all completed materials in the application packet given to them during the inquiry process including the Written Application, Information Release, Personal References, and Mentor Interest Survey. Proof of a valid driver's license and auto insurance must also be provided at this time.



2. A mentor file should be created for all prospective mentors who return a completed application. A Mentor Contact Sheet should be kept on top of one side of each file. The file should also contain the Mentor Assessment Summary followed by all other application materials and interview notes. As each component of the screening process is completed, update the checklist on the Mentor Assessment Summary.
3. Mentoring program staff members should:
  - a. Make an appointment and conduct an in-person interview with the prospective mentor
  - b. Conduct phone interviews with three personal references
  - c. Process the driving record, criminal history, child abuse registry, and sexual offender registry checks
4. Based on all information gathered above, complete the volunteer assessment and decide as to the appropriateness of the participant's involvement in the program.
5. Send out an acceptance or rejection letter to the applicant based on the overall assessment of appropriateness.
6. If applicant is rejected, the applicant's file should be placed into the file area of ineligible applicants.
7. If the applicant is accepted, the mentor must complete the initial two-hour training session prior to being matched with a mentee.

### **Mentee Screening Procedure**

In accordance with the Boys & Girls Club of Meriden eligibility and screening policies, program staff should complete the steps below to determine if a candidate qualifies to become a mentee.

1. Upon receiving a referral for any youth, program staff must begin the process by sending a Parent/Guardian Referral Letter, dates and times of upcoming mentee orientation sessions, and an application packet. It is advised that the staff do a follow-up call to the parent/guardian within 72 hours of mailing the letter.
2. The applicant must return all completed materials in the application packet given to them during the inquiry process, including the Written Application, Contact and Information Release, and Mentee Interest Survey.
3. A mentee file should be created for all prospective mentees who return a completed application. A Mentee Contact Sheet should be kept on top of one side of each file. The file should also contain the Mentee Assessment Summary followed by all other application materials and interview notes. As each component of the screening process is completed, update the checklist on the Mentee Assessment Summary.



4. Mentoring program staff must then make an appointment and conduct an in person interview with the prospective mentee.
5. Based on all information gathered above, complete the Mentee Assessment Summary and make a final determination as to the appropriateness of the participant's involvement in the program.
6. Send out an acceptance or rejection letter to the mentee or parent/guardian based on the overall assessment of appropriateness.
7. If applicant is rejected, the applicant's file should be placed into the file area of ineligible applicants.
8. If the applicant is accepted, the mentee must complete the initial two-hour training prior to being matched with a mentor.

## Training Procedures

### General Training Procedures

1. Each mentor and mentee must attend a one-hour training session prior to being matched as well as at least two in-service training sessions per year of involvement in The Boys & Girls Club of Meriden Mentoring Program, the latter being offered to each group at least quarterly.
2. The program coordinator has the lead role in managing training session logistics, developing curriculums and training materials, facilitating the session, and processing the training evaluation forms. Sessions should be conducted by program staff along with outside experts, and mentors and mentees currently in the program.
3. Training evaluations forms will be distributed and collected following all training sessions.
4. A training manual and supporting materials will be developed and maintained separately from the policy and procedure manual by the program coordinator. Training materials will be reviewed and updated based upon program and training evaluation feedback at least semi-annually.

### Initial Training Session

1. After potential mentors and mentees have completed the screening process and been accepted to participate in the program, the coordinator will notify them of the next training times and schedule them to attend a training session. Two days prior to the training, the coordinator will call to remind participants about the training.
2. Basic mentor and mentee training sessions will be held based on enrollment, monthly.
3. Participants must complete the Training Completion Forms, which will be added to the right side of their case files.



4. Content for the initial training sessions must include basic program guidelines, safety issues, and communication/relationship building skills. Sexual abuse prevention training is mandatory for both mentors and mentees.
5. A training completion certificate will be given to each participant at the end of their initial training session.

#### **In-service Training Sessions**

1. Once matched, each mentor and mentee must attend at least two in-service training sessions during the course of the year. Attendance at each session will be noted and dated on their file log sheet.
2. Mentor and mentee in-service training sessions will be offered quarterly, with dates to be announced.
3. Content for the in-service sessions will be determined based on feedback provided by mentors and mentees during the support meetings or based on feedback and suggestions from mentors and mentees. Topics may include themes such as communication strategies, understanding youth risk behaviors, goal setting, educational topics, and community referral services.

#### **Training Attendance Failure**

1. If a mentor or mentee schedules but fails to attend an Initial Training session twice without prior notification and good reason as deemed by the program coordinator, he/she will not be accepted into The Boys & Girls Club of Meriden Mentoring Program.
2. If the mentor or mentee fails to attend the required number of in-service training sessions per year, the mentor or mentee will not be eligible to be matched again at the end of his or her existing mentoring relationship.
3. Failure to complete training sessions coupled with identified match problems may result in the match being terminated and may result in exclusion from future involvement in The Boys & Girls Club of Meriden Mentoring Program.

### **Matching Procedure**

1. To begin the match process, the program coordinator reviews the application, interview notes, and interest survey information of both the mentee and mentor to determine match suitability between a mentor and mentee.



2. Once a potential match is identified, and prior to contacting any of the prospective participants, the program coordinator must review the files of the potential mentor and mentee to ensure all screening procedures have been completed and both have met all the eligibility criteria. As this is determined, the program coordinator fills out the Match Worksheet. A copy of the Match Worksheet will be placed in both the mentor and mentee files once a match is made.
3. The program coordinator then first contacts the prospective mentor and without using last names, describes and provides information about the mentee to determine if there is interest by the mentor.
4. Given initial interest by the mentor, the program coordinator then provides the mentee's parent/guardian with a description and information about the prospective mentor.
5. If both the mentor and the parent/guardian agree, the coordinator will then contact the mentee and describe the prospective mentor to them. The mentee is informed last so as to minimize disappointment if either the mentor and/or parent/guardian does not approve of the suggested match in some way.
6. Once both parties tentatively agree to the match, a time is scheduled for an introductory meeting. The program coordinator facilitates this introductory meeting of the mentor, mentee, and parent/guardian. The program coordinator should conduct the meeting by:
  - a. Facilitating introductions
  - b. Having the mentor take the lead in talking about his/her interests, hobbies, and why he/she wants to be a mentor, followed by the mentee doing the same
  - c. Asking each party if they are interested in moving forward with the match
7. If anyone is uncertain, the parties may be given time to consider the match further.
8. If all agree to move forward with the match, match contracts must be completed and signed by all parties. Copies of all are given to each party.
9. The first mentor and mentee match meeting date and time should be confirmed. Telephone numbers and addresses can be exchanged at this time.
10. The parent/guardian must provide a copy of the youth's health insurance card or health insurance provider information to the mentor at this time.
11. Once the match is made, program staff will add the mentor/mentee name to the log sheet of the mentee/mentor files and schedule the first follow-up call to each person within the first week following their first meeting date.

### **Match Support and Supervision Procedure**

#### **Supervision**



1. Once matched, the program coordinator or another program staff person will be assigned to support and monitor all parties to a given match including the mentor, mentee, and parent/guardian.
2. The assigned staff person will add report logs to the right side of the respective case files:
  - a. Mentor Report Log (mentor's file)
  - b. Mentee Report Log (mentee's file)
  - c. Parent/Guardian Report Log (mentee file)
3. Within one week of the first activity date of a new match, the assigned staff person will make phone/personal contact with all parties to determine how the first meeting went. At that time, they will make their first entries in the Report Logs in each file.
4. After this initial contact, the assigned staff member will then follow up monthly by phone with each party to gather information regarding meeting dates, times, activities, and how the match is proceeding. Three attempts to contact each party will be made in each month before a written letter or note will be mailed requesting they call the program coordinator.
5. With each contact, information will be recorded on two forms in the case files:
  - a. Mentor or Mentee Contact Sheets: An entry will be made on the respective Mentor/Mentee Contact Sheet that supervision contact was made, noting if a Report Log was filled out, a message was left, or there was no answer. The respective Mentor/Mentee Contact Sheet should be completed each time a mentor, mentee, or parent/guardian makes contact even if outside monthly supervision times. (See mentor and mentee screening procedures for respective Contact Sheet forms.)
  - b. Report Log: Detailed information regarding the dates, times, activities, and progress of the match will be recorded on the respective Report Logs.
6. To assess how the match is proceeding, program staff may inquire about the following and/or probe beyond to uncover core issues:
  - a. Are they enjoying participating in the match?
  - b. How do they feel it is going?
  - c. Are they having any difficulties?
  - d. Is the relationship developing as they would like?
  - e. If not, why do they think it isn't?
  - f. Are there any concerns or issues that should be addressed by program staff?
  - g. Do they need more support or any intervention?
7. In accordance with the training policy and procedures, the assigned program staff member should remind the mentor, mentee, and parent/guardian of the semi-annual in service training requirement (for mentors and mentees) every few months and attempt to schedule these.

### **Problem Resolution**





1. If the coordinator assesses that there is a potential problem with the match, the coordinator will attempt to clarify the potential problem and work with the mentor, mentee, and/or parent/guardian to resolve the issue early.
2. The general process for resolving problems will follow the IDEAL model that includes: Identify the problem and have a clear shared understanding of the problem between the mentor, mentee, and parent/guardian. Develop alternative solutions that could address the problem. Evaluate the strengths and weaknesses of each solution. Act on the most constructive solution. Learn from how the solution worked and repeat the IDEAL process if necessary.
3. When the match problem involves a lack of contact on the part of the mentor or mentee, the program staff must investigate the reasons for lack of contact with the offending party and make efforts to ensure the match is meeting according to the contracted amount of time per month.
4. If a problem area continues, the coordinator should consult with other staff members and/or community resources to define a viable approach to addressing the problem and proposing potential solutions.
5. If the problem cannot be resolved, formally closing the match may be necessary. At that time, it would be determined if either or both parties are suitable for matching with other partners.
6. All support and supervision by program staff must be recorded on the respective Mentor/Mentee Contact Sheets, referencing any notes included in the files.

### **Other Support**

It is the responsibility of the program coordinator to provide other support to the matches, including but not inclusive of the following:

- Plan and implement at least one group activity for mentor/mentee matches per quarter.
- Facilitate an ongoing support group for mentors that will meet bimonthly
- Access community resources, including board member contacts, to obtain and disseminate tickets to community events and activities for matches.

## **Recognition Procedure**

The following outlines required recognition activities for mentors The Boys & Girls Club of Meriden Mentoring Program. This procedure, however, does not limit recognition as a daily part of “business” or other activities that may be undertaken throughout the year.



1. Cards will also be sent to mentors during each December/New Year holiday season and for their birthday, with personal signatures from program and agency staff.
2. Every year New Insights Mentoring Program will host a participant recognition event such as a picnic, dinner, or other activity. A mentor, mentee, and parent/ guardian of the year award will be presented. A committee including the program coordinator, executive director, and board members will determine award criteria and make final determinations based on recommendations from the program coordinator. Other acknowledgments will be made for length of service (mentors), recruitment of other mentors, best academic improvement (mentee), or other outstanding achievements. Recognition will include a certificate and a nominal gift determined by the committee and budget allowance. The program coordinator will lead the planning and implementation efforts with input, assistance, and attendance of other staff, the executive director, and board members.
3. Recognition for length of volunteer service includes:
  - a. At six months, a letter of appreciation will be sent to the mentor's place of employment, recognizing the mentor's commitment to the program.
  - b. After one year of service, all mentors will be sent a certificate of appreciation and a handwritten thank-you note or card.
4. At five years of service, engraved plaques will be presented for continuous service. All awards and recognitions will be featured in The Boys & Girls Club of Meriden newsletter including Participant of the Year awards, length of service recognitions, and any other outstanding service/performance acknowledgments. Participant of the Year awardees will be written up in a press release that will be distributed to local media.
5. Outstanding mentors may be asked to assist in presenting at new mentor orientation and training sessions by invitation of the program coordinator.

### **Mandatory Reporting of Child Abuse and Neglect**

All staff, agency representatives, and volunteers must adhere to the following mandatory reporting procedures:

#### **Suspected Child Abuse or Neglect**

1. All suspected incidents of child abuse or neglect, recent or otherwise, must be reported to the program coordinator immediately, the same day if possible.



2. The program coordinator must fill out the Child Abuse and Neglect Report form detailing critical information about the alleged incident of abuse or neglect. Once completed and reported, this form will be kept in the mentee's file folder.
3. The program coordinator must then file a report with the state Department of Children and Families (DCF) within 24 hours per state statute.
4. If knowledge of the suspected abuse or neglect occurs during non-business hours, the mentor must 1) contact the agency crisis staff on beeper, or 2) make the report to the local community abuse hotline or directly to DCF. The mentor must first attempt to contact agency/program staff. If unable to do so at the time, he/she must file a report with the program coordinator by noon the next business day. The program coordinator must follow steps 1 and 2 above and follow up with the DCF to ensure the report was adequately made by the mentor.
5. In some cases, the DCF may require the mentor to be interviewed or contact them directly. In such cases, the program coordinator will accompany the mentor as allowed by DCF.

#### **Suspected Child Abuse or Neglect by Program Staff or Volunteers**

1. The same procedures outlined above will be followed for any suspected child abuse and neglect by any staff person, program representative, or volunteer.
2. In addition, the alleged abuser will be investigated by The Boys & Girls Club of Meriden executive staff and board members.
3. During such an investigation, the alleged abuser will be immediately restricted from contact with youth, placed on employment probation, terminated, or suspended from participation in the program.
4. In the case of suspicion of a mentor, the parent/guardian will be immediately informed of the suspicion.

#### **Training**

1. All program staff, agency representatives, and volunteers must be trained on state statutes of child abuse and neglect laws, and the agency's mandatory reporting policy and procedures prior to working with youth or participating in The Boys & Girls Club of Meriden Mentoring Program.
2. Reporting of child abuse and neglect is mandated by the training policy and procedure and is included as a required topic in the training curriculum outline for both mentors and mentees.

#### **Closure Procedure**

The Boys & Girls Club of Meriden staff will follow the closure procedures as closely as possible and will vary based on the reasons for the match ending:

1. At the point it is decided that a match is closing, the mentoring program staff will fill out a Match Closure Summary form and supervise and instruct all participants through the closure



process. A copy of the Match Closure Summary will be placed in both the mentor and mentee files.

2. All closures must be classified as to the reason for the match ending. The major classifications are as follows and the circumstances will dictate the procedure to be followed:

**Planned**

A planned closure is one that has been known about for a period such as three months or more. Common reasons for planning a match closure may include the match is reaching the end of the one-year commitment, the youth ages out of the program, and/or the goals of the match have been achieved.

**Extenuating**

Extenuating circumstances for match closure are usually more sudden in nature, and beyond the control of the program and/or its participants, i.e., relocation or moving away, or an unexpected personal crisis.

**Difficult**

A difficult match closure is due to relationship or behavioral difficulties, i.e., lack of cooperation or contact, parental disapproval, irreconcilable issues, lack of compatibility, and/or violations of program policies.

3. In all cases, attempts will be made to have a closure meeting to include program staff, the mentor, and mentee. The parent/guardian may attend if he/she desires. The meeting agenda should cover the following, depending on the circumstances of closure:
  - a. Open discussion about the relationship ending
  - b. Complete the closure Exit Surveys
  - c. Discuss Boys & Girls Club policies around future contact (see Closure Policy)
  - d. Distribute participant Closure Letters
4. In the absence of a meeting, program staff will attempt to contact all parties by phone to inform them the match is closing and how best to proceed in closing the match. Closure Letters and Exit Surveys will be mailed out to the mentor, mentee, and parent/guardian and will include self-addressed, stamped envelopes.
5. In all circumstances, the mentor, mentee, and parent/guardian should all receive a Closure Letter stipulating the match has formally ended and any future contact is beyond the scope and responsibility of The Boys & Girls Club of Meriden Mentoring Program.
6. Program staff must coordinate closure proceedings with evaluation requirements and assist in any way necessary to gather evaluation data during this process.



7. Copies of the Closure Letters and all completed Exit Surveys should be placed in the respective mentor or mentee files.
8. Depending on planned future participation in the program, the files of mentors and/or mentees exiting the program should be kept active or placed in the program archives.

### Evaluation Procedure

1. The Boys & Girls Club of Meriden Mentoring Program staff will be responsible for overseeing and collecting the evaluation data from mentees and their parents/guardians.
2. Mentee evaluation data will be collected at the end of each six months of participation in the program. Confidential surveys will be distributed to mentees and their parents/guardians to be returned directly to The Boys & Girls Club of Meriden.
3. Data will be tabulated, evaluated, and compiled into reports at the end of each quarter for those participants reporting that quarter.
4. The Boys & Girls Club of Meriden Mentoring Program staff will meet quarterly to review the data and make program modification accordingly.