

A Framework for Good Leadership

Today and Beyond...



Diocesan Council of San Bernardino-Riverside, CA

**Organizational Management - Charitable Accountability
Code of Ethics - Diversity Statement - Whistleblower Policy
Board of Directors Roles, Responsibilities & Commitment**

Good Leadership provides the Society with more efficient ways to serve the poor more effectively

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A FRAMEWORK OF LEADERSHIP - COUNCIL OF SAN BERNARDINO-RIVERSIDE, CA

*“To be effective in helping the poor help themselves,
Our works of charity must be well organized, resourceful, trustworthy and transparent.”*

–Wendy Garaghty, Council President 11-4-2009

What is a Nonprofit Organization?

In the United States there is a long history of organizing individuals into groups of volunteers. These groups are social in nature and are formed to meet a variety of community needs. Nonprofits use a mix of volunteer and paid staff to achieve mission goals and objectives. In general, we call these groups not-for-profits or nonprofit corporations, agencies, organizations, conferences, chapters, units.

Risk Management

Risk Management is an important legal and ethical Principle to practice for good governance of any organization (both not for profit and for profit). **Good policies and procedures for Risk Management help to minimize risks for the organization and guards against loss of resources: financial, human and reputation.** It involves putting policies and procedures in place to provide for good Financial, legal and moral oversights - thus leading to a trustworthy, honest, reputable, sound and transparent organization. Without the concern for and practice of Risk Management - the continuation of the organization's Mission can be greatly jeopardized.

Charitable Accountability

The Accountable Nonprofit Organization is a statement of principles to guide charities. It outlines the operations and procedures a nonprofit undertakes to show it is accountable to donors, the people it serves, and the general public.

The Accountable Nonprofit Organization Statement:

The nonprofit organization holds a public trust to improve the quality of life. The accountable organization clearly states its mission and purpose, articulates the needs of those being served, explains how its programs work, how much they cost and what benefits they produce. The accountable organization freely and accurately shares information about its governance, finances and operations. It is open and inclusive in its procedures, processes and programs consistent with its mission and purpose. The nonprofit organization is accountable to all those it exists to serve, to all those who support it, and to society. The accountable nonprofit organization is responsible for mission fulfillment, leadership on behalf of the public interest, stewardship and quality. *This statement was endorsed by AFP Board in 1995.**

The accountable nonprofit is responsible for:

Mission fulfillment

- Doing what it says it will do.
- Maintaining relevance by meeting needs in a changing environment.

Leadership on behalf of the public interest

- Enhancing the well-being of communities and society.
- Promoting inclusiveness, pluralism and diversity within society.
- Educating the public, business, nonprofit organizations and government, including appropriate advocacy and lobbying.

Stewardship

- Maintaining effective governance and management.
- Generating adequate resources, managing resources effectively, supporting and recognizing volunteers, and appropriately compensating staff.
- Avoiding conflict of interest and abuse of power.

Quality

- Striving for and achieving excellence in all aspects of the organization.
- Evaluating the total organization and its outcomes on an ongoing basis.

** The above statement, endorsed by AFP's board in 1995, was developed for nonprofit leaders by participants of Accountability and Nonprofit Organizations, a think tank program held in 1995 at the Mandel Center for Nonprofit Organizations. The think tank was co-sponsored by the National Assembly of Voluntary Health and Social Welfare Organizations and the National Health Council, and supported by a grant from the Lilly Endowment, Inc.*

Diocesan Council of San Bernardino-Riverside, CA

Code of Ethics

As a matter of fundamental principle, the Society of St. Vincent de Paul Council of San Bernardino-Riverside and its affiliated Conferences will adhere to the highest ethical standards because it is the right thing to do. As a matter of pragmatic self-interest, our membership should do so because public trust in our performance is the bedrock of our legitimacy. Donors and volunteers support our charitable organization because they trust us to carry out our mission, to be good stewards of our resources, and to uphold rigorous standards of conduct.

As a Non-Profit Organization, the Diocesan Council of San Bernardino-Riverside must earn this trust every day and in every possible way. Council board members, leaders, staff, and volunteers must diligently demonstrate their ongoing commitment to the Vincentian Core Values and must promote integrity, honesty, fairness, openness, respect, and responsibility.

Adherence to the law is the minimum standard of expected behavior. The Diocesan Council and its affiliates must do more, however, than simply obey the law. We must embrace the spirit of the law, often going beyond legal requirements and making sure that what we do is matched by what the public understands about what we do. Transparency, openness and responsiveness to public concerns must be integral to our behavior.

Non Profit Core Values

Any code of ethics is built on a foundation of widely shared values. The values of the Diocesan Council of San Bernardino-Riverside serving as a non-profit charitable organization are:

- Commitment to the public good;
- Accountability to the public;
- Commitment beyond the law;
- Respect for the worth and dignity of individuals;
- Inclusiveness and social justice;
- Advocacy for the poor
- Respect for pluralism and diversity
- Transparency, integrity and honesty;
- Responsible stewardship of resources; and,
- Commitment to excellence and to maintaining the public trust.

Statement of Organizational Core Values for the Diocesan Council of San Bernardino-Riverside, CA

I. Personal and Professional Integrity

All staff, board members and volunteers of the organization will act with honesty, integrity and openness in all their dealings as representatives of the Society of St. Vincent de Paul. The organization will promote a working environment that values respect, fairness and integrity.

II. Mission

The Society of St. Vincent de Paul has a clearly stated mission and purpose. All of its programs will support this mission and all who work for or on behalf of the Council and its affiliates understands and are loyal to that mission and purpose.

III. Governance

The Diocesan Council of San Bernardino-Riverside has an active governing body that is responsible for setting the mission and strategic direction of the Council (Organization) and oversight of the finances, operations, and policies of the organization. The governing body:

- Ensures that its board members have the requisite skills and experience to carry out their duties and that all members understand and fulfill their governance duties acting for the benefit of the Society of St. Vincent de Paul and its public purpose;
- Has a conflict of interest policy that ensures that any conflicts of interest or the appearance thereof are avoided or appropriately managed through disclosure, recusal or other means; and
- Ensures that the Council and Conference Leadership provides the governing body with timely and comprehensive information so that the governing body can effectively carry out its duties;
- Ensures that the organization conducts all transactions and dealings with integrity and honesty;
- Ensures that the organization promotes working relationships with board members, staff, volunteers, and program beneficiaries that are based on mutual respect, fairness and openness;
- Ensures that the organization is fair and inclusive in its hiring and promotion policies and practices for all board, staff and volunteer positions;
- Ensures that policies of the organization are in writing, clearly articulated and officially adopted;
- Ensures that the resources of the organization are responsibly and prudently managed; and,
- Ensures that the organization has the capacity to carry out its programs effectively.

IV. Legal Compliance

The Diocesan Council of San Bernardino-Riverside and affiliates will be knowledgeable of and comply with all local, state and federal laws, regulations and applicable International and National Rule and Statutes of the Society of St. Vincent de Paul.

V. Responsible Stewardship

The Council and its affiliates will manage funds responsibly and prudently. This should include the following considerations:

- It spends a reasonable percentage of its annual budget on programs in pursuance of its mission;
- It spends an adequate amount on administrative expenses to ensure effective accounting systems, internal controls, competent staff, and other expenditures critical to professional management;
- The organization compensates staff, and any others who may receive compensation, reasonably and appropriately;
- Council in the solicitation of funds have reasonable fundraising costs, recognizing the variety of factors that affect fundraising costs;
- Council and its affiliates do not accumulate operating funds excessively;
- Council ensures that all spending practices and policies are fair, reasonable and appropriate to fulfill the mission of the organization; and,
- All financial reports are factually accurate and complete in all material respects.

VI. Openness and Disclosure

The Diocesan Council of San Bernardino-Riverside will provide comprehensive and timely information to the public, the media, and all stakeholders and will respond in a timely manner to reasonable requests for information. All information about the organization will fully and honestly reflect the policies and practices of the organization. Basic informational data about the organization, such as the Form 990, reviews and compilations, and audited financial statements will be posted on the organization's website or otherwise available to the public. All solicitation materials will accurately represent the organization's policies and practices and will reflect the dignity of program beneficiaries. All financial, organizational, and program reports will be complete and accurate in all material respects.

VII. Program Evaluation

The Council and Conferences will regularly review their programs effectiveness and have mechanisms to incorporate lessons learned into future programs. The Council is committed to improving program and organizational effectiveness and develops mechanisms to promote learning from its activities and the field. The Council is responsive to changes in its field of activity and is responsive to the needs of its constituencies.

VIII. Fundraising

The Council when raising funds from the public or from donor institutions will be truthful in our solicitation materials. The Council will respect the privacy concerns of individual donors and expend funds consistent with donor intent. The Council will disclose important and relevant information to potential donors.

In raising funds from the public, the Council and its affiliates will respect “The Donor’s Rights”, as follows:

- To be informed of the mission of the organization, the way the resources will be used and their capacity to use donations effectively for their intended purposes;
- To be informed of the identity of those serving on the organization’s governing board and to expect the board to exercise prudent judgment in its stewardship responsibilities;
- To have access to the organization’s most recent financial reports;
- To be assured their gifts will be used for the purposes for which they were given;
- To receive appropriate acknowledgement and recognition;
- To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by the law;
- To expect that all relationships with individuals representing the donor will be professional in nature;
- To be informed whether those seeking donations are volunteers, employees of the organizations or hired solicitors;
- To have the opportunity for their names to be deleted from mailing lists that the organization may intend to share; and,
- To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.
- The Council will have constructive relations with funders based on mutual respect and shared goals;
- The Council will communicate clearly and on a timely basis with potential funders.

IX. Inclusiveness and Diversity

The Diocesan Council and Conferences will adhere to the policy of promoting inclusiveness and its staff, board and volunteers will reflect diversity in order to enrich its programmatic effectiveness as exemplified in the SVdP Rule. The Council will take meaningful steps to promote inclusiveness in its hiring, retention, promotion, board recruitment and constituencies served.

Council of San Bernardino-Riverside Diversity Statement

The Society of St. Vincent de Paul Diocesan Council of San Bernardino-Riverside, in addition to fulfilling its non-discriminatory policy, seeks out well qualified candidates for leadership who represent a cross-section of the community served. It is our intent to use the non-discriminatory policy (as stated in the SVdP Rule and Statutes) to insure that the selection of Board Members, hiring of employees, selection of volunteers, and providing services to clients be done without regard to sex, race, age, religion, national origin, or disability. We are committed to reaching out to a wide variety of communities in the selection of Board Members, employees, and volunteers. It is the ultimate responsibility of the Board to review the selection process to insure our Diversity Policy is having the desired effect.

Organizational Effectiveness:

It is easier to govern an effective organization than one that is not.

What is Governance?

Council Governance: A systematic and disciplined means of providing leadership and management for an organization...

When you look up the word governance in the dictionary you find that it comes from the Greek word, *kubernan*, which means to steer, from a position of authority to influence, to control. So governance focuses on the legitimate distribution of authority throughout an organization. It is a disciplined and structured way for the vision, mission and values of the organization to be accomplished. It is a legal framework. It describes the authority and accountability of the organization in its various parts. Governance establishes parameters, and limits for how the organization is to operate. Major governance documents in the Society of St. Vincent de Paul include the Rule, Articles of Incorporation, the Bylaws and Policies. In nonprofit organizations, the legal responsibility rests with the Council or Board as a whole and not with an individual member. When an entity is functioning affectively, the Council/Board speaks with one voice when it governs. Discussion, debate, research, dialogue, strategic thinking are part of the process. However, when a decision is reached the council or board together as a whole supports the decision.

(SVdP Invitation For Renewal)

“The poor suffer less from a lack of generosity than from a lack of organization”

- St. Vincent de Paul

What is the Role of the Council/Board?

1. **Setting Organizational Direction**
 - Strategic Planning
 - Vision-Mission-Values
 - Goals and Strategies
2. **Ensuring the Necessary Resources**
 - Capable Volunteer/Staff Leadership
 - Adequate Financial Resources
 - Positive Public Image
3. **Provide Oversight**

“Remember it is the poor that you serve, that it is their money that you are using”

-St. Louise de Marillac

- Financial Oversight
- Risk Management – guard against loss of resources: financial, human and reputation
- Program Monitoring and Evaluation
- Legal and Moral Oversight
- Evaluation of Executive Director (if available)
- Council/Board Self Assessment

What is the Role and Responsibility of Individual Council/Board Members?

1. Duty to Care – exercise good sound judgment
2. Duty to Loyalty – faithful to the organization
3. Duty to Obedience – faithful to the mission
4. Ambassadors for the Organization
5. Volunteers for the Organization

How Does a Well-functioning Council/Board Operate?

- Be a strategic resource for volunteers
- Work to ensure that its performance is high quality
- Work to ensure clarity of roles and responsibilities
- Strive for competency
- Work to ensure trust relationships exist at all levels
- Develop quality agenda's and effective meetings
- Creative use of skills and talents
- Seek information and knowledge before decision making
- Insist on results and appropriate behavior from each other
- Hold each other accountable
- Foster TEAMWORK

**RELATIONS AND RESPONSIBILITY
OF THE DIOCESAN COUNCIL OF SAN BERNARDINO-RIVERSIDE, CA**

A. IN RELATION TO COUNCIL – CONFERENCE RELATIONS & RESPONSIBILITY
The Diocesan Council Board

1. Understands that it is the “corporate entity” that is legally responsible for the activities of all SVdP Conferences and SVdP Special Works attached to it.
2. Will inform and involve Conferences in Council plans, activities, etc...
3. Will listen to the input given by Conferences and solicit constructive comments.
4. Will be sensitive to special needs of the Conferences in their service to the poor and will strive to assist.
5. Will seek through its officers and committees, to renew Conferences that are slowly but surely becoming less active and losing their Vincentian spirit.
6. Will provide regular set of formation/continued education sessions (seminars, workshops, formations and retreats) for our members so they can serve the needy better.
7. Will ensure that 100% of Conferences complete and submit the necessary reporting due to National.
8. Will compile the Conference reports, membership address lists and send the summary to the National Council Office in a timely manner along with other information needed by the National Council.
9. Will keep continued update of all Council membership in the National Council Database in order for members to receive the Ozanam News and other National communications.
10. Will foster good relationships with local Pastors, Pastoral Coordinators, Spiritual Advisors, Diocesan Leaders and Bishops.
11. Will provide Conferences with the appropriate forms and training to achieve the minimum standards for Conferences.
12. Will develop good governance and appropriate policies and procedures to assist Conferences in achieving “Standards of Excellence” as approved by our National Council.

13. Where improvements are desired, the Council will work closely with the Conference to help establish an improvement plan with action steps and timetables.

B. IN RELATION TO COUNCIL BOARD GOVERNANCE RESPONSIBILITIES

The Diocesan Council Board

1. Will have officers/board made up of responsible persons serving as members who are unpaid by the organization, except for reimbursable expenses.
2. Will provide and follow approved written provisions (e.g. Bylaws) for the election or appointment of appropriate officers to conduct meetings, maintain records, appoint committees, etc. and these will be consistent with the Rule of the Society of St. Vincent de Paul.
3. Will be composed of persons involved and knowledgeable about service to the poor, through experience in parish Conferences or with special experiences or skills.
4. Will have a satisfactory combination of experienced and new Board members to guarantee both continuity and new thinking.
5. Will enforce a plan (according to the Rule of the Society) that limits the tenure of Council and Conference Presidents.
6. Will have regularly scheduled meetings on a monthly/quarterly basis. Meetings will begin on time and have a pre-determined agenda.
7. Will provide the general membership with the approved written minutes of scheduled Board meetings.
8. Will require communications and reports from its working committees.
9. Will develop, approve and implement the Council's annual budget – making the approved annual budget available to general membership.
10. Will develop and implement appropriate structures (Policy and Procedures) for legal accountability for all aspects of the operation of the Council.
11. Will be active in developing collaborative relationships with community agencies that serve human needs.

12. Will seek to have a good relationship with the Parishes (Pastors & Pastoral Leaders), the Diocese (Bishops & Diocesan Leaders) and its Catholic Charities and Diocesan Ministries.

C. IN RELATION TO COUNCIL BOARD MEMBERS ORIENTATION AND FORMATION

The Diocesan Council Board

1. Will provide all Board Members with a Council Orientation which includes roles and responsibilities of board members, conflict of interest policies, etc... All board members are also required to participate in a detailed workshop that educates the members on the abc's of a 501c3 and the responsibilities associated with maintaining the Council's tax exempt status.
2. Officers will attend all formation trainings, workshops and retreats put forth by Council.
3. Officers will seek to understand the essential spirit, structure, and objectives of the Society.
4. Officers will seek to understand the Rule of the Society as it relates to its mission in today's Church and society.
5. Officers will study the lives and works of our Patron, St. Vincent de Paul, Founder, Blessed Frederic Ozanam and other Vincentian Saints and Blesseds.
6. Officers will constantly read and study the current United States Manual to understand the Society's experience and tradition in the United States, and how the U.S. SVdP fits into the worldwide SVdP organization.
7. Officers will visit the Conferences and Special Works of the Council.
8. Will ensure that new board members are given copies of the Council's Bylaws, budgets, minutes, The Rule, plans, annual reports, roles and responsibilities, etc. and will have them explained to them.
9. Officers will have a good understanding of the structure of SVdP at each level. (*Conference, Council, Regional, National, International*)

D. IN RELATION TO COUNCIL FINANCES/ACCOUNTING AND LEGAL RESPONSIBILITIES

The Diocesan Council Board

1. Will develop and implement financial accountability policy and procedures that will ensure good financial oversight to safeguard the resources of the agency and will promote good stewardship transparency. *(See Council Financial Accountability Policy and Procedures)*
2. Will file IRS Form 990 every year if its income exceeds \$25,000 per year as required by the IRS.
3. Will promote the Donor's Bill of Rights and adhere to responsible fundraising practices.
4. Will take seriously the responsibilities associated with maintaining the Council's tax exempt status (501c3).
5. Will ensure that the proper legal documents pertaining to the organization's continued existence with the 501c3 and the Council's continued charitable work in the State are current and filed accordingly.
6. Will ensure the Council has adequate insurance coverage for its operation and that this coverage is reviewed annually to meet current needs.
7. Will adhere to the Council's code of ethics policies in adherence to the Rule and U.S. Manual of the Society of St. Vincent de Paul.
8. Will adopt and implement policies and procedures to ensure that all conflicts of interest, or the appearance thereof, within the organization and the board are appropriately managed through disclosure, recusal or other appropriate means.
9. Will maintain policies and procedures for protecting and preserving the organization's important documents and business records.
10. Will have in effect a current "Whistleblower" policy, with procedures that enable individuals to come forward with information on illegal practices or violations of organizational practices. The "Whistleblower" policy specifies that the organization will not retaliate against, and will protect the confidentiality of individuals who make good faith reports.
11. Will ensure the Council's structure and objectives are clearly stipulated in its Articles of Incorporation and Bylaws or other appropriate documents.

12. Will review regularly the Articles of Incorporation and Bylaws to ensure they properly express the current organization of the Council.
13. Will review its policies periodically to ensure it has complete, consistent and appropriate policies in place to assist the Council in carrying out its mission.

In addition to coordinating and animating Conferences, the Council has the responsibility for planning for the future of the Society in its area. The SVDP Rule states that there is a need for the Society to constantly strive to renew and adapt itself to the changing conditions of the world.

E. IN RELATION TO COUNCIL PLANNING FOR THE FUTURE

The Diocesan Council Board

1. Will develop a Council Vision Statement with a list of goals and objectives.
2. Will set yearly objectives.
3. Will review and evaluate goals and objectives annually.
4. Will enlist the involvement of our Conferences in setting and reviewing the Council's Vision Statement and its goals and objectives.
5. Will address problems/potential problems early enough so as to avoid a kind of "crisis management" situation later.
6. Will develop an appropriate Succession Plan whereby the Council will constantly seek, mentor, form and train potential board members for the future.
7. Will promote and actively participate in the Strategic Plan of the National Council of the United States.

*“Charity must never look to the past, but always to the future,
Because the number of its past works is still very small
And the present and future miseries that it must alleviate are infinite”*

—Founder, Blessed Frederic Ozanam

Board of Directors Commitment

Diocesan Council of San Bernardino-Riverside, CA

Board Members will:

- *Act in the best interests of, and fulfill their fiduciary obligations to, the Society of St. Vincent de Paul (SVdP) Diocesan Council of San Bernardino-Riverside, those that are served by the Society, Vincentian Members and the community;*
- *Act honestly fairly, ethically, and with integrity;*
- *Conduct themselves in a professional, courteous, and respectful manner;*
- *Comply with all applicable laws, rules, and regulations;*
- *Act in good faith, responsibly, and with due care, competence, and diligence, without allowing their independent judgment to be subordinated;*
- *Act in a manner to enhance and maintain the reputation of the SVdP Diocesan Council of San Bernardino-Riverside;*
- *Disclose potential conflicts of interest that they may have regarding any matters that may come before the Board, and abstain from discussion of and voting on any matter in which the Board Member has or may have a conflict of interest;*
- *Make available to and share with fellow Council Board Members information as may be appropriate to ensure proper conduct and sound operation of the SVdP Diocesan Council of San Bernardino-Riverside and its Board of Directors;*
- *Respect the confidentiality of information relating to the affairs of the SVdP Diocesan Council of San Bernardino-Riverside acquired in the course of their service as Board of Directors, except when authorized or legally required to disclose such information; and*
- *Not use confidential information acquired in the course of their service as Directors for their personal advantage.*
- *A director who has concerns regarding compliance with this Code should raise those concerns with the President of the Board, who will determine what action shall be taken to deal with the concern.*

COUNCIL OF SAN BERNARDINO-RIVERSIDE, CA

Whistleblower Policy

A whistleblower as defined by this policy is an employee or volunteer of the San Bernardino-Riverside Diocesan Council of the Society of St Vincent de Paul who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this Policy. The whistleblower *is not* responsible for investigating the activity or for determining fault or corrective measures; appropriate management/leadership officials are charged with these responsibilities.

Examples of illegal or dishonest activities are violations of federal, state or local laws; conflicts of interest, sexual harassment, billing for services not performed or for goods not delivered; theft of any nature, and other fraudulent financial reporting.

If an employee or volunteer of the San Bernardino-Riverside Diocesan Council has knowledge of or a concern about illegal or dishonest or fraudulent activity, the employee or volunteer is to contact his/her immediate supervisor or the Diocesan Council President. If appropriate action is not taken within 72 hours, the employee or volunteer should make the complaint known to the National Council. The employee or volunteer must exercise sound judgment to avoid baseless allegations. An employee or volunteer who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination of employment or membership.

Whistleblower protections are provided in two important areas of confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. The San Bernardino-Riverside Diocesan Council of the Society of St Vincent de Paul will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the Council President immediately. If appropriate action is not taken within 72 hours the employee or volunteer should make the complaint known to the National Council. The right of a whistleblower for protection against retaliation does not include immunity for any personal involvement in the wrongdoing being reported.

All reports of illegal and dishonest activities will be promptly submitted to Council President who is responsible for investigating and coordinating corrective action. If the person to whom the complaint is being made is not comfortable reporting to the Council President, then he or she should contact the National Council. The Society of St Vincent de Paul will not investigate anonymous reports.

Employees or volunteers of the San Bernardino-Riverside Diocesan Council with any questions regarding this policy should contact the Council President.

All employees will acknowledge in writing the receipt of the current postal address, telephone number/s, fax number and email address of the current Council President upon their employment or upon any changes in these positions or their addresses.