Board Governance:

Cultivating Board Engagement and Fundraising for Mission Achievement

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The Promise Of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

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Think about a time that you felt really engaged on the board – Describe it to a partner

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Agenda

- Community Action Boards
- The Board Purpose Challenge
- The Board Approach Challenge
- The Board Strategy Challenge

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The Community Action Board

- Community Action Boards are governing bodies that set out the high-level vision, mission, strategic direction for the organization

- Boards govern the entire agency, not only CSBG* and are the legal entity responsible for the agency
  - For a private nonprofit, the governing body IS the board
  - For public agencies, governing body is local government; duties delegated to the board may differ
    - Public agency boards may be limited to only CSBG and specific oversight or advisement tasks

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Community Action Boards

Boards are subject to multiple requirements that outline what they have to do from several sources:

- CSBG Act
- State nonprofit laws
- State CSBG statute or regulations
- Contracts between State & CSBG eligible entities
- State CSBG policy
- Other Agency Funding Source Requirements (Head Start, HUD, CHDO, etc.)
- Agency Bylaws

Mission and Board Service

- The mission establishes the purpose to which the agency resources are to be devoted
- Board members are charged with carrying out their duties:
  - In good faith
  - With the care an ordinarily prudent person in a like position would exercise under similar circumstances
  - In a manner the director reasonably believes to be in the best interests of the corporation

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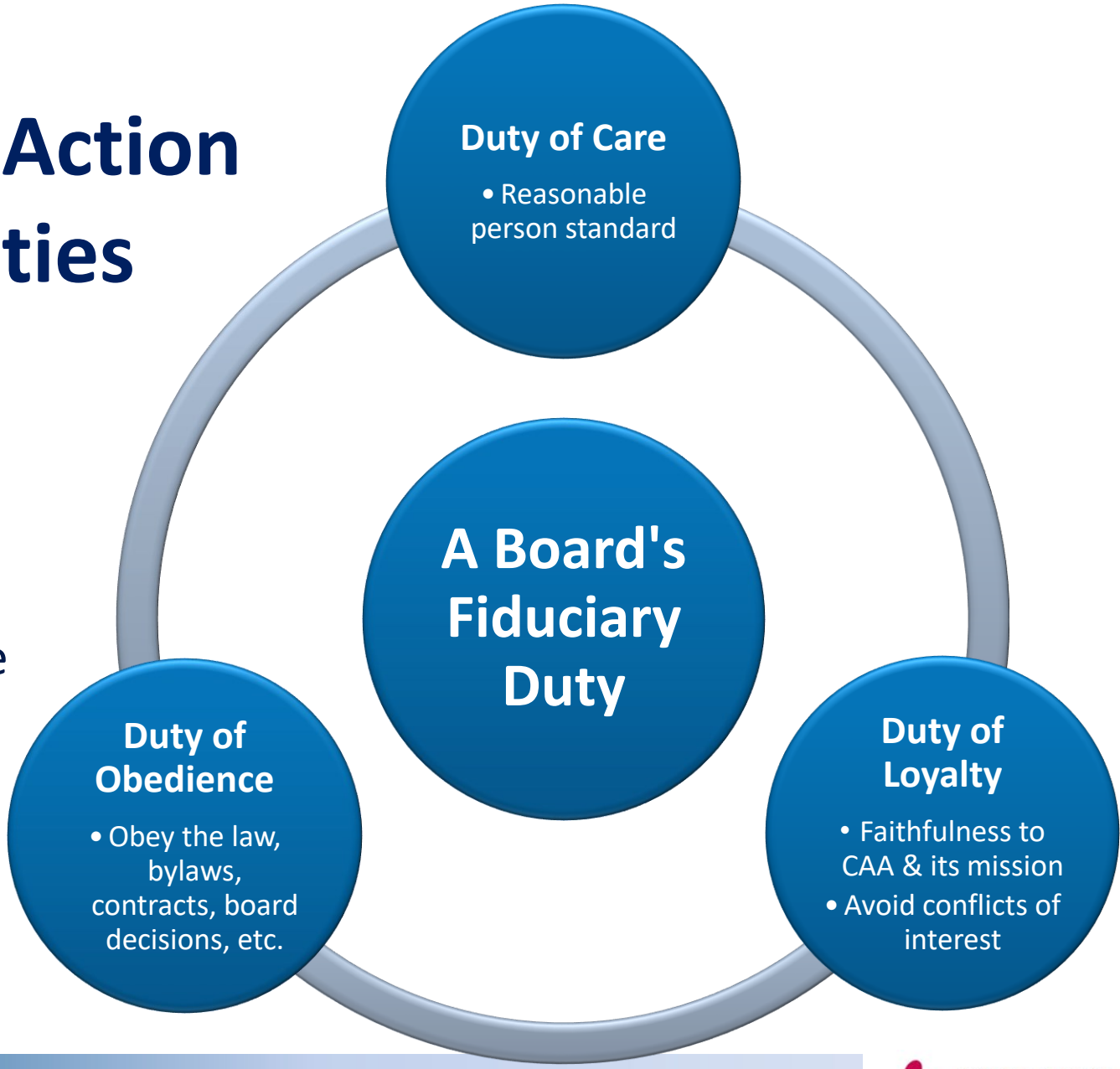
Community Action Board Duties

Board members are **fiduciaries**. They have the duty to **act for someone else's benefit** and hold the **agency's interest ahead of their own**



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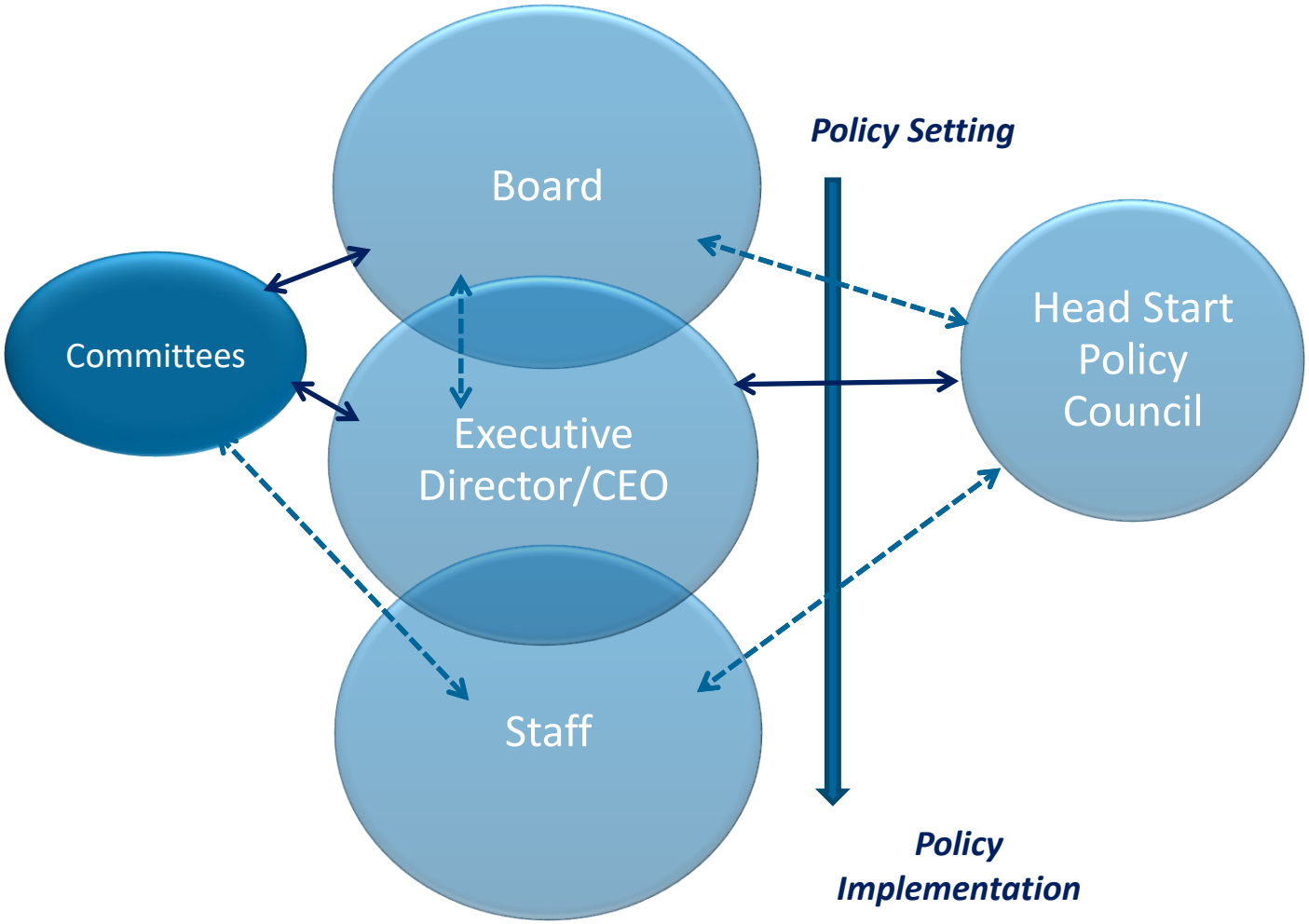
Board Role


Board
Committees
Executive Director/CEO
Staff
Policy Setting
Head Start Policy Council
Policy Implementation

What challenges do we experience with board engagement?

Challenge 1: A Purpose Problem

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Board Purpose and Meaning

- The essential work can be the least meaningful. Holding the CAA accountable is not compelling.
- However, when we focus the board only on accountability, we have created a job without a compelling purpose.
- When purpose is not compelling people disengage. The more disengaged they are, the less likely they are to ensure accountability- contrary to the fiduciary responsibility.

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Board Function Continuum

Purpose

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Understanding Our Why

What is our vision?

What is our mission?

What are our values?

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When we understand our Why, the What gets a lot easier (and compelling)

What

Every organization on the planet knows WHAT they do. These are products they sell or the services.

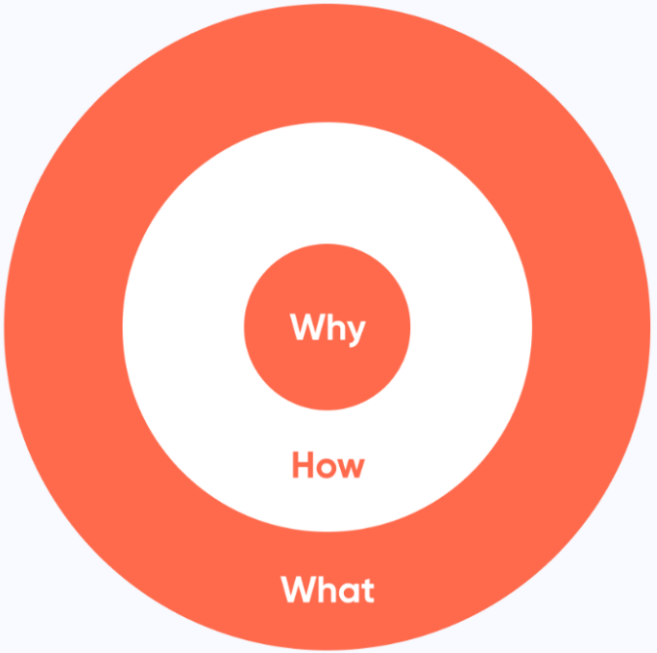
How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.

The Golden Circle



What can Board Engagement Look Like?

- Attend board meetings
- Actively prepare for and participate in board meetings
- Understand the financial position and the fiscal documents provided
- Be knowledgeable of the organization's actions
- Do their homework
- Vote on decisions-honor and respect the overall decision of the board
- Avoid conflicts of interest
- Honor the sensitive nature of the work
- Be ambassadors of the mission and organization in the community

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Board Purpose Problem

People are more motivated when they are interested and engaged in their work; and if they are motivated they will give more time.

So the next question is how do we enrich the work of the board?

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Three Board Modes

Fiduciary

Strategic

Generative

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What is the board's role?

- Another way to think about these modes is that the board's role is distinct in each:
  - When wearing their **fiduciary** hat, boards are watchdogs focused on compliance.
  - In the **strategic** mode, boards are strategists setting goals and mobilizing resources toward execution.
  - The **generative** mode asks board members to be creative in framing the questions at hand, questioning assumptions, and exploring options.

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Board Purpose Problem

- Job descriptions for board members and training for board members tend to speak only to the first 2 modes. Our recruitment of members focuses on modes 1 and 2.

- **Boards need to work in all three modes.**
  - Different issues call for different modes.

- Some boards focus purely on the fiduciary mode. If our question is how to enrich the work of the board, helping the board think more in the generative is a solution worth considering.

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Barriers to Change

- Barriers to moving to generative governance:
  - Not enough time at board meetings
  - The complexity of organizational purpose
  - The pace of change
  - Lack of new ideas on the board
  - Fear of loss of control by the CEO
  - A lack of creativity and bravery

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Generative Thinking in Practice

Have a consent agenda

Use silent starts

Use one-minute essays

Include time for mini retreat sessions

Look for "generative landmarks" during discussions about even seemingly routine matters

Have as few standing committees as possible

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Generative Thinking in Practice

- Creating critical issue briefing papers
- Create a board learning culture
- Organizational Dashboard
- Recruit members to govern not to manage
- Get the board out of the board room

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Challenge 2: An Approach Problem

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The Board Acts as a Body But Has Many Moving Parts

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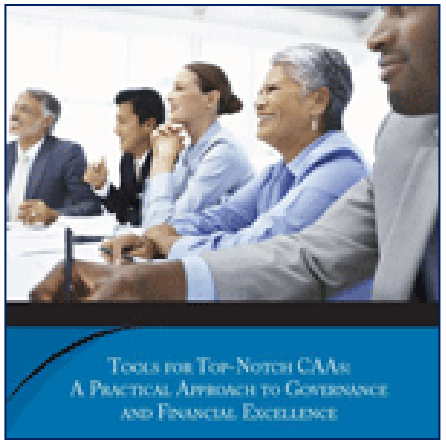
Active Committees

- Clearly define each committee's role and authority
- Get the appropriate people on each committee
- Be sure committees meet as often as needed
- Give committees meaningful assignments in between board meetings
- Have written committee charges



See pages 19 and 31 for more information on board committees!

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Look at Your Committees

Executive	Finance/Audit	Personnel
Board Development	Fund Development	Program/ Planning/ Evaluation
Strategic Planning	Other?	Standing Ad Hoc?

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Board Process: Schedule

- **Frequency, Timing, and Location**
  - As frequent as needed; not so frequent that commitment is difficult/there is limited action
  - Consider key agency deadlines for activities (strategic planning; agency audit; ED performance and compensation review; Grant Applications; Community Needs Assessment; etc.)
  - Time of Day
  - Location
- **Notification**
  - Ensure all board members have notice of meeting schedule and have reminders of meetings

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Board Process: Meeting Agendas

- **Agenda Development**
  - Chair and Executive Director
- **Standing Items for Agenda:**
  - Review & approval of prior meeting minutes
  - Financial report
  - Programmatic report
  - Next Meeting date & time reminder
- **Timing and Flow**
- **Balancing Time Regulative/Fiduciary, Strategic, and Generative Discussions**

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Board Meetings

- Know:
  - Attendance required for Quorum
  - Voting Decision Thresholds
  - Required items of action
- Run by Chair, but the Chair shouldn't do everything in the meeting
- Create space and time for discussion
- Create space for informal connection building

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On Engagement…

- Engagement does not cost everyone the same, or provide the same value

- Implement systems and policies that make the board engagement more accessible
  - Allow for Virtual Meetings
  - Offer supportive services, such as childcare, transportation, etc.
  - Interpretation services
  - Ensure the board is trained on fundamentals of Customer Voice

- Structure & Facilitation
  - Committees
    - Leadership & Membership
  - Facilitation
    - Languages
    - Culture
    - Meeting process/procedure

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Challenge 3: A Strategy Problem

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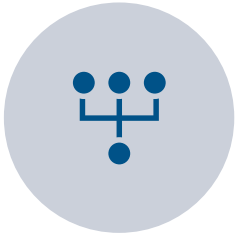
WHAT ARE YOU ASKING BOARD MEMBERS TO DO?

WHAT DO BOARD MEMBERS WANT TO DO?



WHAT DOES THE AGENCY NEED FROM THE BOARD?

WHAT DOES THE COMMUNITY NEED FROM THE BOARD?

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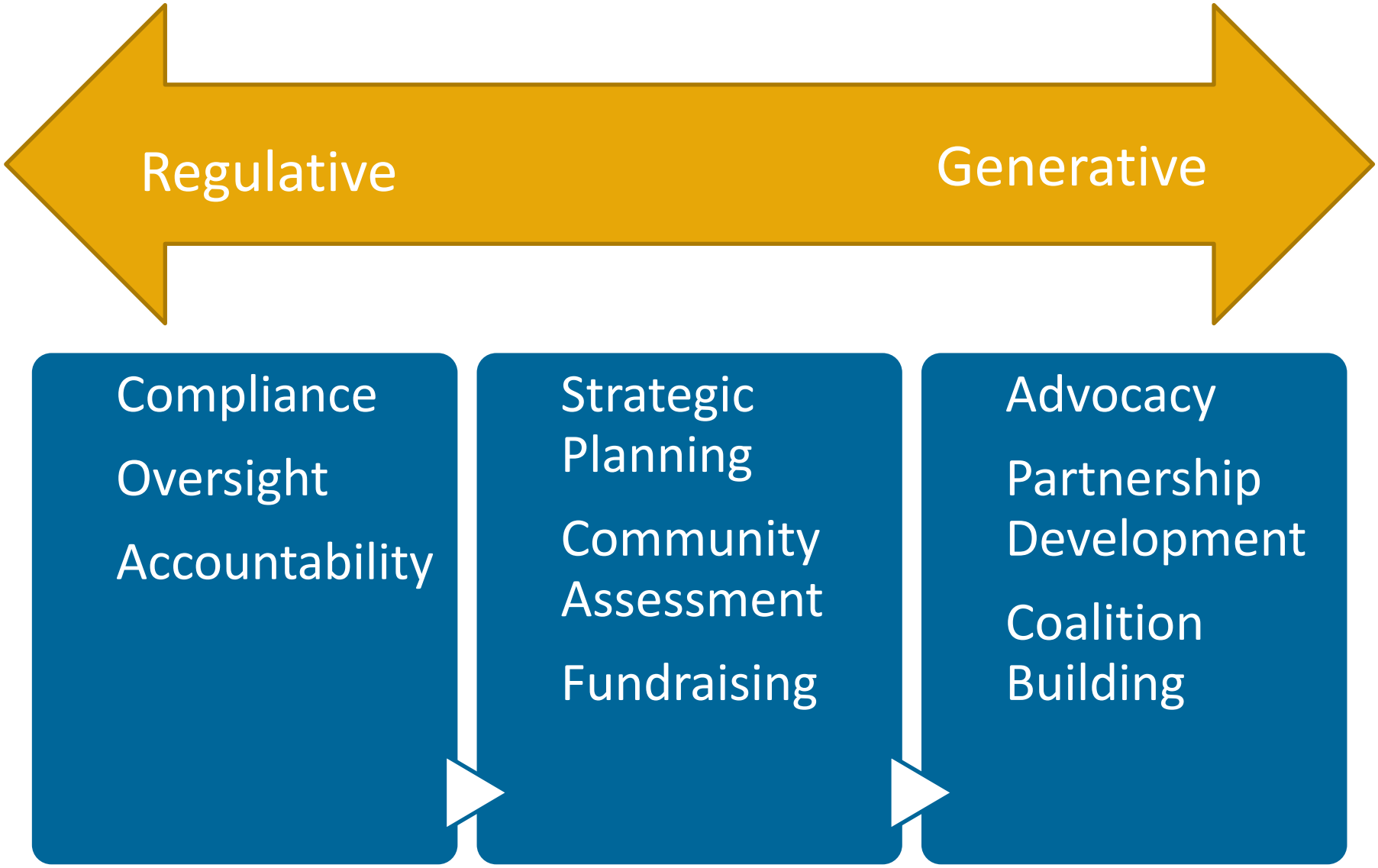

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What does the Board WANT to do?

- Remember, boards change with time - checking in about what the board is doing is a proactive practice to help you right-size engagement
- Not everyone will want to (or can) engage in the same way
  - Use an inventory to understand skills and interests
  - Right-size engagement

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Boards need to help manage the Dual Bottom Line: Mission Impact and Financial Return

"Non-profit" is a tax status, it is not a business model!

A key element of managing performance is making difficult, strategic decisions that balance the achievement of mission with organizational sustainability

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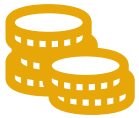
Revenue Types and Sources

Government Grants and Contracts

Foundation Grants

Social Enterprise

Fee-for-Service



Fundraising

What Else?

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Developing A Fund Development Plan

- What are your financing goals?
- What financial resources do you need?
- How are you currently investing your resources?
- What financing strategies will support your goals?
- How will you work together to support your goals?

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Fundraising from the Board Perspective

- Is the goal to raise $ or change the world?
- An approach to fundraising that is highly integrated and mission driven is less prevalent, but more successful.
  - In this approach fundraising, like organizing, is highly relational.
- Fundraising is often about relationships.
- A development committee can support these efforts, but are not the only ones responsible for development!

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Board Fundraising

- Start by centering purpose
- Get clear on responsibilities for fundraising:
  - Articulate requirements in job descriptions, recruitment processes, orientation, etc.
- Set targets – how much?
- Make personal giving requirements clear
- Training and Ongoing Support
  - Toolkits, talking points, promotional language
- Monitor and report

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BoardSource Fundraising Policies

Key Board Fundraising Policies:

- Personal giving policies state whether a board member is expected to give a certain amount or to give according to their means. BoardSource recommends a policy setting the expectation of 100% board giving and individual gifts at a level personally significant to each board member. Funders often ask if 100 percent of board members give.

- Fundraising policies establish expectations for board members to make a personal donation and to participate in solicitation efforts. The policy may list examples of how board members can or should be involved, such as providing names of potential donors, writing or signing fundraising letters, thanking donors personally, accompanying the chief executive on donor and foundation visits, or making the ask themselves.

- Some organizations use a special pledge form that guides board members in thinking about the array of fundraising activities taking place throughout the year and asks them to make an annual fundraising commitment.

- If the organization has a separate fundraising body, such as a foundation or supporting organization, it is still important to outline the role of board members and how they relate to this body — and vice versa.

https://boardsource.org/resources/board-fundraising-policy-key-elements-practical-tips-and-sample-policy/

How have you (or your boards) fundraised successfully?

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Ethical Considerations for Fundraising

Avoiding Conflicts of Interest

Public Sector members may be limited in their fundraising abilities

At least 1/3 of the board are people with low incomes or their representatives

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BoardSource Fundraising Communications Toolkit for Board Members

https://boardsource.org/fundraising-communications-toolkit-for-board-members/

FUNDRAISING COMMUNICATIONS TOOLKIT for Board Members

INTRODUCTION

The purpose of a fundraising communications toolkit for board members is to provide them with the "tools" that they need to effectively raise funds for your organization. As board members are often in a face-to-face situation where they are speaking with potential donors on behalf of the organization, this recommended toolkit focuses on providing key information about the organization to board members, often in a script format or a concise document with easily-digestible bullet points. Information of this kind needs to be provided in spoken language, not written language, so that it is easy for board members to use the information in conversation.

Although the development of the toolkit will likely be a staff-driven project, the toolkit will be much more effective if it is developed in collaboration with the board members on the development committee. The development committee can make recommendations for the table of contents, review the content that the development staff prepares, and advocate the use of the toolkit to other board members.

This toolkit should be designed to be an easy-to-use reference tool. A clear and detailed table of contents or index is essential. There should be clear headers within each section, and plenty of white space on each page. Board members may sit down and read the toolkit all at one time, but they may just as likely refer to it only when looking for a particular piece of information. Therefore, some information may be included more than once in the toolkit (for example, a "key selling point" may also show up as a talking point about the need that the organization serves).

Finally, you may want to design and develop your toolkit so that it can be easily customized for particular board members. For example, you may have one board member who is interested in raising funds for a particular program. It would be helpful to have a fact sheet about that program in that particular board member's toolkit, but it would not be necessary to have the program fact sheet in every person's toolkit. You can decide which pieces from the "core" kit to include, and then have optional sections that can be added for particular board members as needed.

TALKING POINTS ABOUT THE ORGANIZATION

(e.g., The Case for Support Written for Conversation)

This section should include talking points about the organization, which will come directly from the case for support. A written case for support is often composed in language that does not feel natural when spoken and can often be quite lengthy. This toolkit should provide board members with a script that they can use to speak concisely and clearly with someone about your organization. Even though the essence of the talking points will come from the case support, it should not be the case for support verbatim.

Possible sections within this area include are listed below:

1. The "elevator" speech: How to describe your organization in 2 minutes.
2. Why should someone give to your organization? What is the need that you are addressing?
3. What does your organization do? Provide overview of programs and services.
4. Who does your organization work with? Who are its customers and clients?

BoardSource

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CompassPoint: How Board Members Become Successful Fundraisers

https://www.compasspoint.org/file/983/download?token=H1GYkMUN

Steve Lew, Senior Project Director
CompassPoint Nonprofit Services

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Fundraising Quiz

An organization cannot rely solely on its state and federal grants and should engage in efforts to generate unrestricted funds.

True or False?

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Fundraising Quiz

An organization cannot rely solely on its state and federal grants and should engage in efforts to generate unrestricted funds.

TRUE!

- ✓ State and federal grants restrict use of funds
- ✓ Diversification of funding often essential for sustainability and flexibility

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Fundraising Quiz

Generating funds is mainly the Executive Director's responsibility, not the board's.

True or False?

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Fundraising Quiz

Generating funds is mainly the Executive Director's responsibility, not the board's.

False

- ✓ Joint effort –both bring different resources/skills
- ✓ If no unrestricted funds, board must spearhead fundraising efforts

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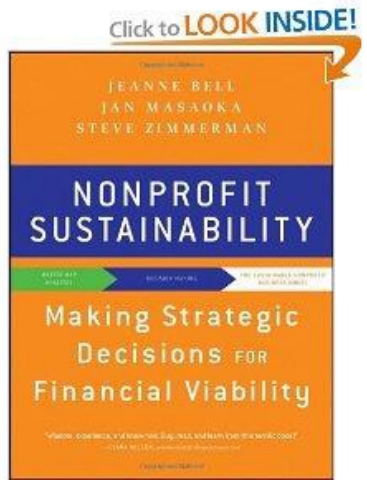
Matrix Map Resources

- Nonprofit Sustainability: Making Strategic Decisions for Financial Viability (2010)
  - Jeanne Bell, Jan Masaoka, Steve Zimmerman
  - Fiscal Oversight combined with programmatic oversight
  - www.josseybass.com



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Activity: 3 – 2 – 1

Name:

- 3 things you have learned
- 2 things you want to learn more about
- 1 question you have

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TOOLS AND RESOURCES

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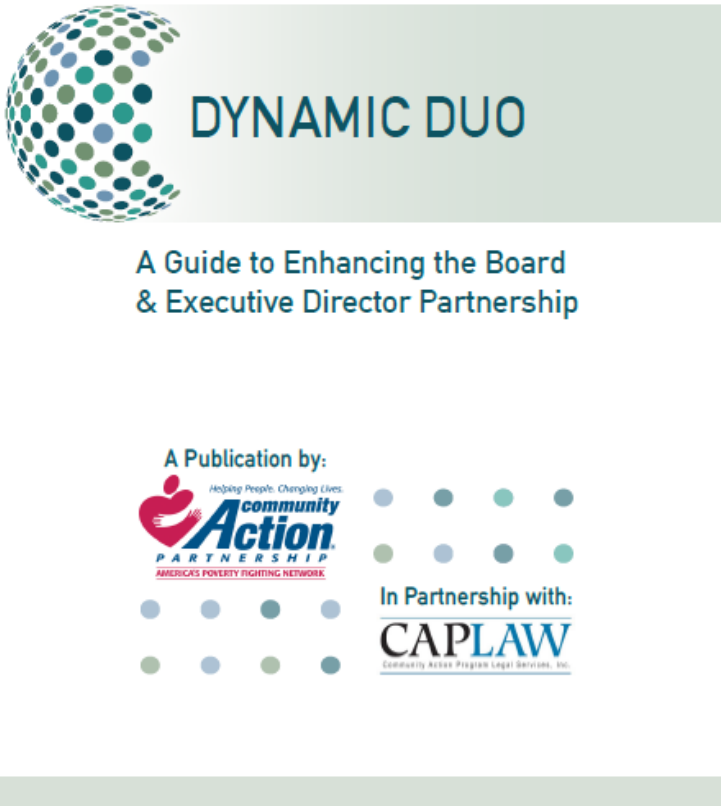
Critical Relationship: Board Chair-ED/CEO



IV. EXECUTIVE DIRECTOR AND BOARD CHAIR RELATIONSHIP

The board chair and executive director work closely together to ensure that all board members and senior management are receiving the information they need to execute their respective responsibilities.

A. Establishing the Roles and Responsibilities

The responsibilities of the board chair often include:

- Working with the executive director (and executive committee, if applicable) to establish the agenda for the board meetings;
- Acting as the liaison between the executive director and the full board;
- Serving as the spokesperson for the full board (if so authorized by the board);
- Convening and conducting regular board meetings and ensuring a quorum is established;
- Moderating and facilitating board discussions to encourage varying points of view; and
- Helping to organize and lead new member orientations (with the executive director and governance committee).

The specific positions, titles and duties of an organization's officers, including the board chair, should be set forth in the CAA's bylaws. For nonprofit CAAs, the majority of state nonprofit corporate laws require officers of a nonprofit board to include a president, secretary, and treasurer, in addition to any other position that the board may wish to designate. A board president is often referred to by a CAA as the board chair. If state nonprofit corporate laws require a president, but a CAA has a board chair, the CAA should specify in its bylaws that the board chair serves as the president for purposes of the state's corporate laws. The board chair, along with the other officers, is elected by the board. Officers typically serve for an annual term but the bylaws may specify a longer term. For public CAAs, a local ordinance, if one exists, that establishes the authority of the tripartite board and its bylaws will govern the designation and selection of officers of the board.

B. Cultivating a Partnership

The chair may work with the executive director to help him/her navigate and achieve the goals and objectives established for the executive director by the full board or a board committee. The chair often serves as a sounding board for the concerns of the executive director. When the executive director is under stress or experiencing some difficulty in communicating with board members,

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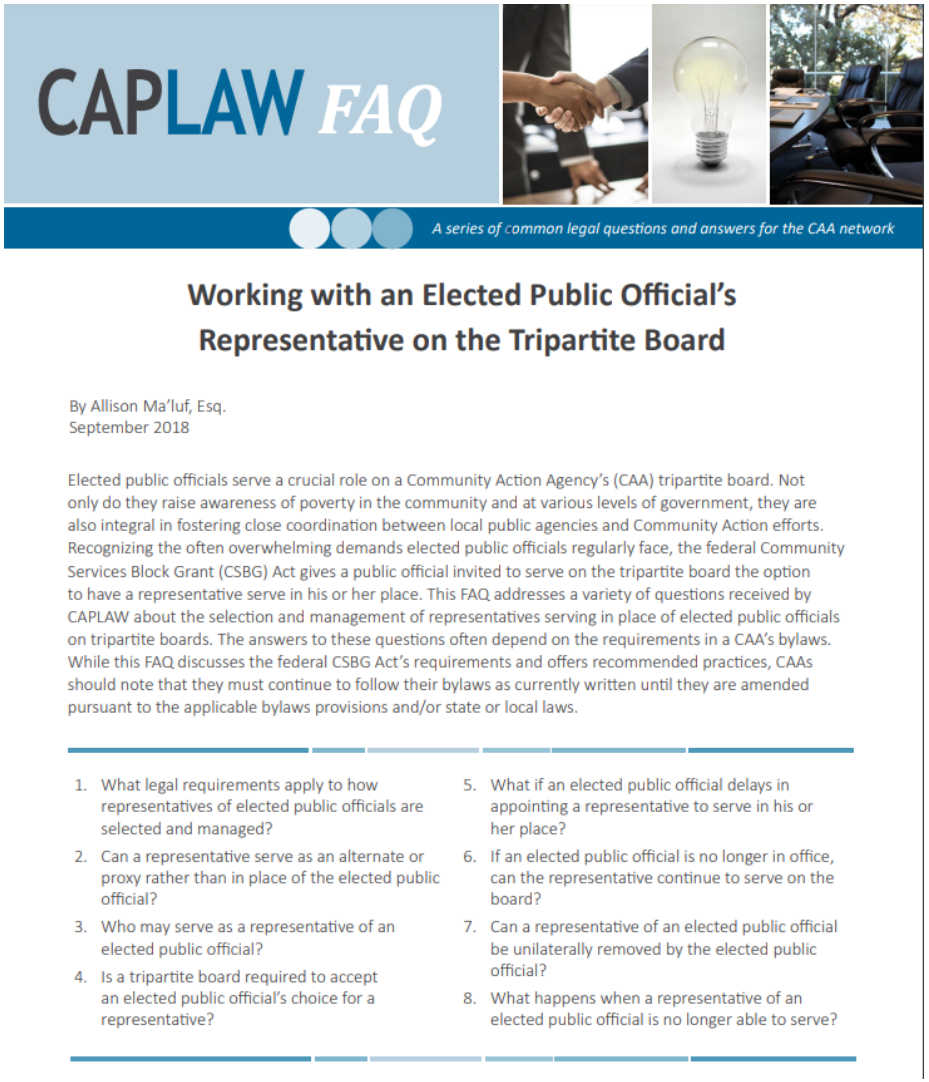
CAPLAW Resource:

Working with an Elected Public Official's Representative on the Tripartite Board



CAPLAW FAQ

A series of common legal questions and answers for the CAA network

Working with an Elected Public Official's Representative on the Tripartite Board

By Allison Ma'luf, Esq.
September 2018

Elected public officials serve a crucial role on a Community Action Agency's (CAA) tripartite board. Not only do they raise awareness of poverty in the community and at various levels of government, they are also integral in fostering close coordination between local public agencies and Community Action efforts. Recognizing the often overwhelming demands elected public officials regularly face, the federal Community Services Block Grant (CSBG) Act gives a public official invited to serve on the tripartite board the option to have a representative serve in his or her place. This FAQ addresses a variety of questions received by CAPLAW about the selection and management of representatives serving in place of elected public officials on tripartite boards. The answers to these questions often depend on the requirements in a CAA's bylaws. While this FAQ discusses the federal CSBG Act's requirements and offers recommended practices, CAAs should note that they must continue to follow their bylaws as currently written until they are amended pursuant to the applicable bylaws provisions and/or state or local laws.

1. What legal requirements apply to how representatives of elected public officials are selected and managed?
2. Can a representative serve as an alternate or proxy rather than in place of the elected public official?
3. Who may serve as a representative of an elected public official?
4. Is a tripartite board required to accept an elected public official's choice for a representative?
5. What if an elected public official delays in appointing a representative to serve in his or her place?
6. If an elected public official is no longer in office, can the representative continue to serve on the board?
7. Can a representative of an elected public official be unilaterally removed by the elected public official?
8. What happens when a representative of an elected public official is no longer able to serve?

https://caplaw.org/resources/faqs/Governance/CAPLAW_FAQ_WorkingwithElectedPublicOfficalsRep_Sept2018.pdf

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Toolkit for Top Notch CAAs

TOOLS FOR TOP-NOTCH CAAS:
A PRACTICAL APPROACH TO GOVERNANCE
AND FINANCIAL EXCELLENCE

CAPLAW

2017 Edition

CAPLAW

TOOLS FOR TOP-NOTCH CAAS: A PRACTICAL APPROACH TO GOVERNANCE AND FINANCIAL EXCELLENCE

Preface: Compliance with the CSBG Organizational Standards	1
Section 1: Making Board Meetings Matter	5
Section 2: Improving a CAA's Financial Capacity	29
Section 3: Creating the Annual Operating Budget	67
Section 4: Getting the Most Out of Your Financial Statements	83
Section 5: Dealing with Conflicts of Interest	107
Section 6: Adopting a Whistleblower Policy	121
Addendum: Challenges and Solutions for Rural/Small CAAs	135
Appendices	145

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Toolkit:
Do the Right Thing

How CAAs Can Cultivate a Culture of Compliance and High Ethical Standards

CAPLAW
Community Action Program Legal Services, Inc.

Section III. How Can CAA Leaders Cultivate a Culture of Compliance and High Ethical Standards?

Following are 10 actions CAAs leaders can take to ensure compliance and ethical behavior throughout their organizations:

These actions – which need neither be expensive nor complicated – represent a continuous process that can and should be integrated into the organization's existing operations. This Guidebook describes each of these actions in further detail.

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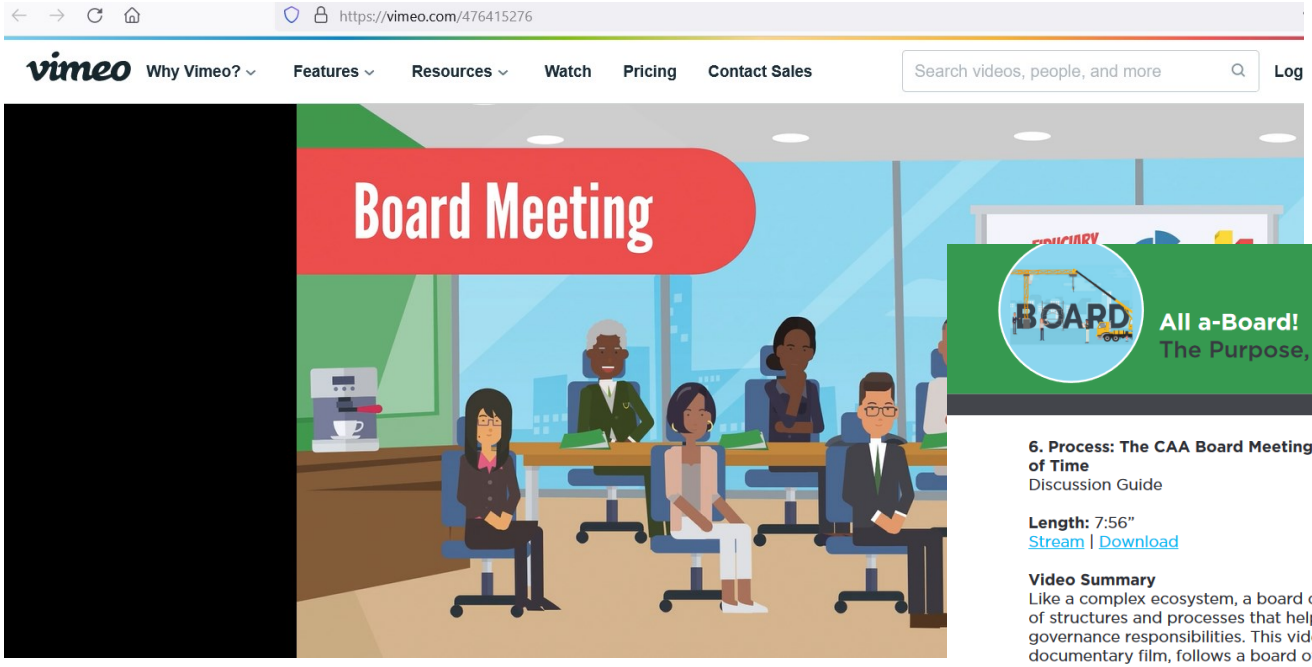
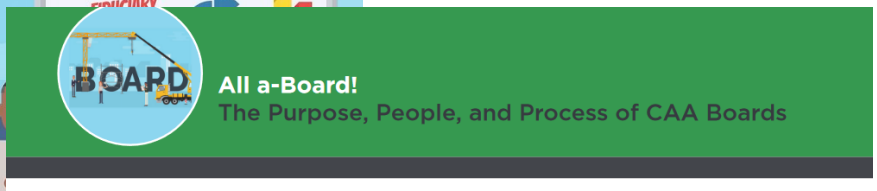
CAPLAW All A-Board! Board Training Videos





6. Process: The CAA Board Meeting Ecosystem - Consent Agendas and the Conservation of Time
Discussion Guide

Length: 7:56"
Stream | Download

Video Summary
Like a complex ecosystem, a board of directors of a CAA has a highly-developed set of structures and processes that help it navigate survival in its world of compliance and governance responsibilities. This video, which is narrated in a manner similar to a nature documentary film, follows a board of directors as it uses a consent agenda to save time and resources at a board meeting. It provides an overview of a consent agenda, what it includes, and how it can be used effectively to allow for in-depth analysis and discussion of important issues, such as strategic planning or development priorities.

Learning Objectives
After watching this video, participants will be able to:

- Understand what a consent agenda is and how a board can use it to help streamline board meetings and improve board efficiency.
- Understand the process required for a board to adopt and implement a consent agenda.
- Highlight the types of items that a board may and may not include on a consent agenda.
- Consider the benefits and drawbacks of a consent agenda and discuss whether it is right for your board.

Using the Video Effectively
Suggestions for how to use this video include:

CAPLAW
Community Action Program Legal Services, Inc.

Raising the Low-Income Voice: Case Studies in Democratic Selection Procedures

INTRODUCTION

Updated April 2021

Since the inception of the Economic Opportunity Act, a fundamental goal of Community Action has been to provide low-income individuals with a voice in the administration of its poverty-alleviating programs. With the Community Services Block Grant (CSBG) Act's call to achieve "maximum participation" of the low-income community in the development, planning, implementation, and evaluation of CSBG-funded programs, a critical venue for the low-income community's participation is their representation on the tripartite board.

Despite the importance placed on maximum participation of the low-income community, such as election to a position of responsibility in another significant service or community organization such as a school PTA, a faith-based organization leadership group; or an advisory board/governing council to another low-income service provider."

IM 82 advises CAAs to ensure democratic selection procedures "directly through election [or] public form," but if that is not possible, it lists a number of alternatives. The case studies in Raising the Low-Income Voice are focused on the "direct" democratic procedures. If a CAA determines that direct democratic procedures are not possible, it will likely be able to comply with the law by creating what may be called

- Seek applicants through social media, word of mouth, civic/community involvement and other entities that serve low-income population.
- Qualified applicant(s) is/are elected by low-income population in service area.
- Ballot election is held:
  - In Community Services Department
  - During high volume service time
  - Bio for applicant available during the election process
  - Educate voting participants in person and in written document as to the need for low income Board representation
  - Voter sign in sheet
  - Ballots are tallied when election is complete
  - Hold orientation for newly elected Board member before the next scheduled Board of Director' meeting
- Outcome of election is presented to Board of Directors for approval at the next scheduled meeting
- Ballots/Voter sign in sheet retained in Board Minutes permanent record

https://www.caplaw.org/resources/PublicationDocuments/CAPLAW_RaisingtheLowIncomeVoice_Introduction_April2021.pdf

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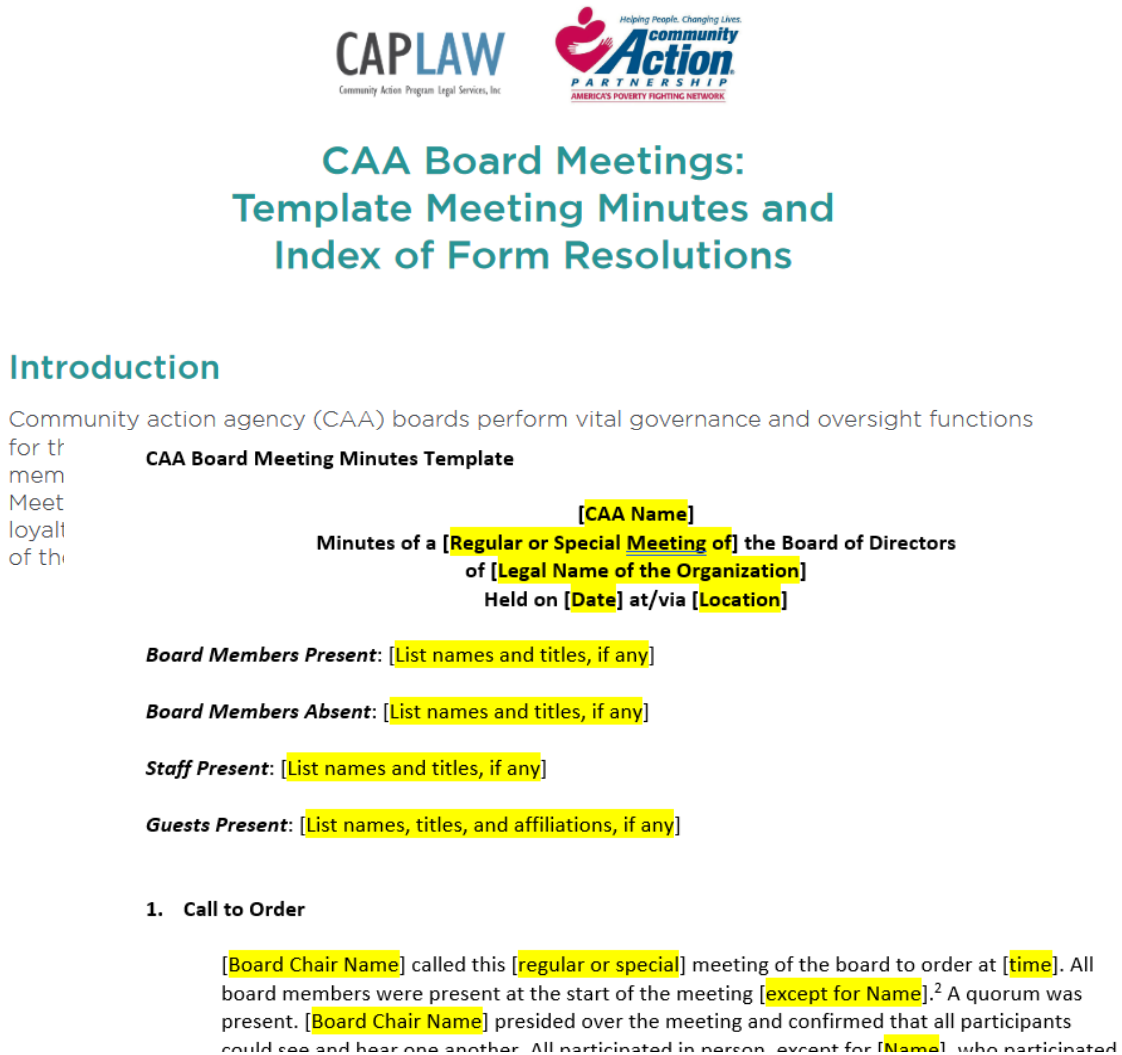
Template: Board Meeting Minutes and Resolutions



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CAA Board Meetings: Template Meeting Minutes and Index of Form Resolutions

Introduction

Community action agency (CAA) boards perform vital governance and oversight functions for th
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CAA Board Meeting Minutes Template

[CAA Name]
Minutes of a [Regular or Special Meeting of] the Board of Directors
of [Legal Name of the Organization]
Held on [Date] at/via [Location]

Board Members Present: [List names and titles, if any]

Board Members Absent: [List names and titles, if any]

Staff Present: [List names and titles, if any]

Guests Present: [List names, titles, and affiliations, if any]

1. Call to Order

[Board Chair Name] called this [regular or special] meeting of the board to order at [time]. All board members were present at the start of the meeting [except for Name].[2] A quorum was present. [Board Chair Name] presided over the meeting and confirmed that all participants could see and hear one another. All participated in person, except for [Name], who participated

2-part template:

- Board meeting minutes
- Index of board resolutions

Available on the CAPLAW website:
https://resources.caplaw.org/resources/template-meeting-minutes-and-index-of-form-resolutions/

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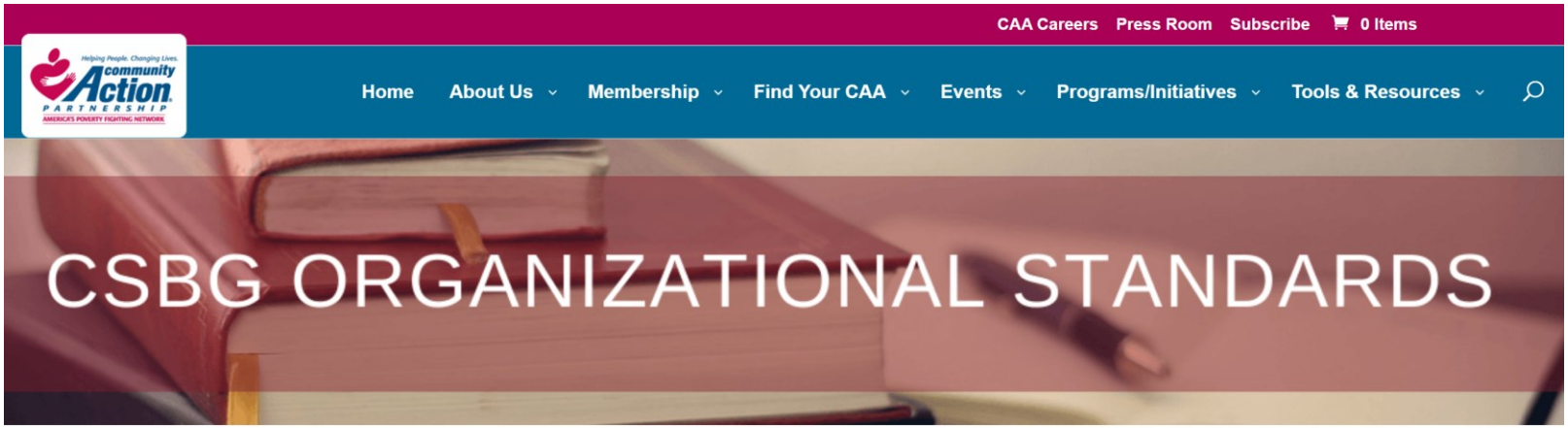
CSBG Organizational Standards Tools



https://communityactionpartnership.com/organizational-standards/

T/A Guides Toolkits and Webinars for Each of the Nine Categories

- Additional Guidance
  - Definition
  - Compliance
  - Document
- Beyond Compliance
- Resources
- Assessment Scales

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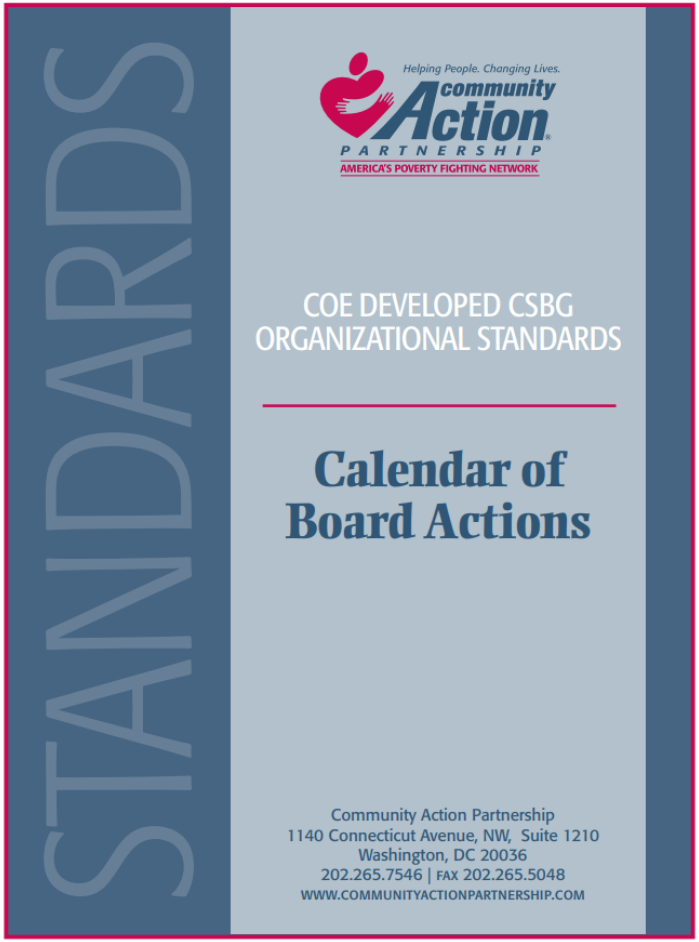
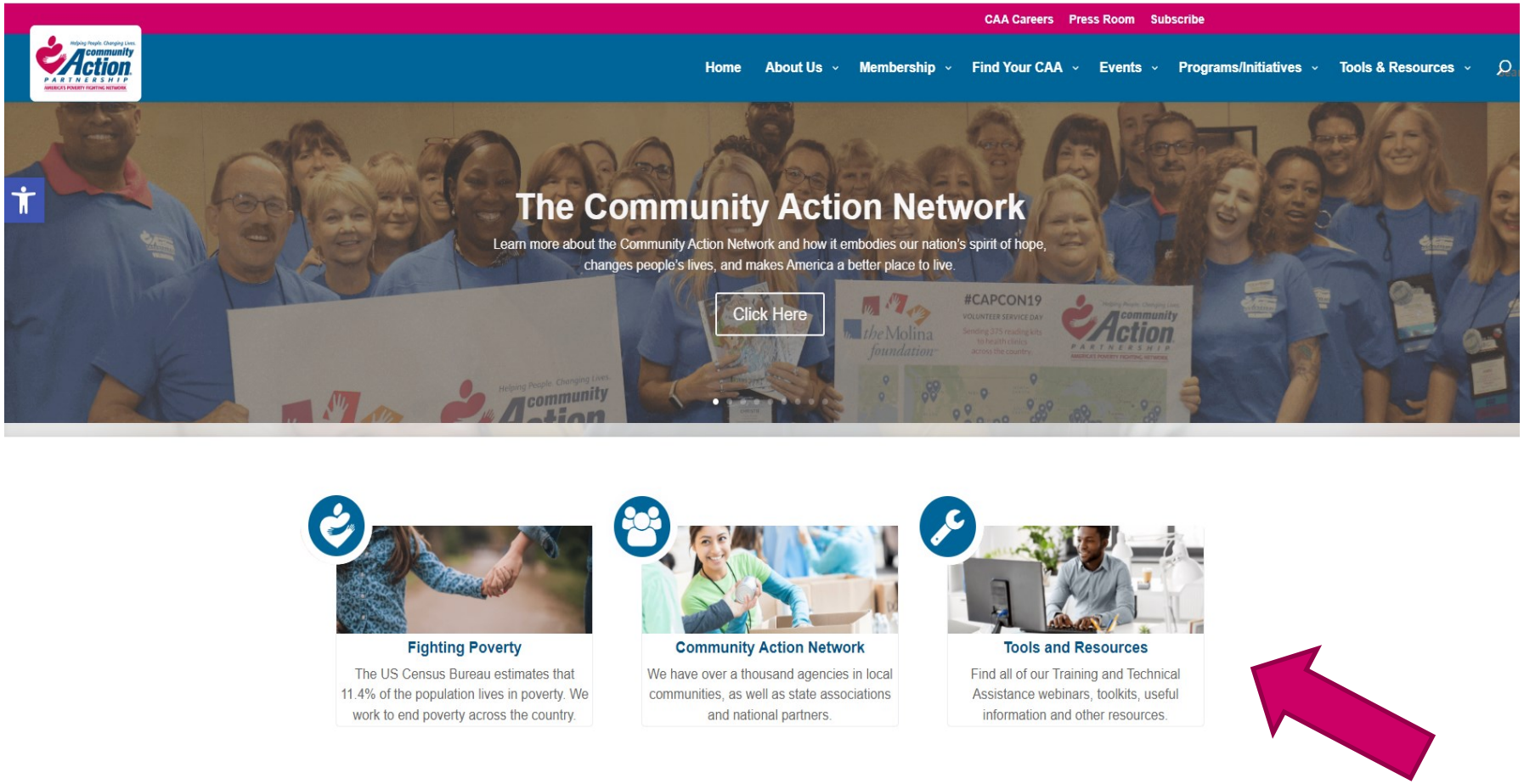
Calendar of Activities

- The Organizational Standards have several requirements for boards that happen on different time cycles– use our Calendar of Activities to help manage requirements



https://communityactionpartnership.com/wp-content/uploads/2018/08/29_Schedule-for-Boards_Final-Fillable.pdf

www.communityactionpartnership.com



2024 MANAGEMENT & LEADERSHIP TRAINING CONFERENCE

Join Us in Fabulous Las Vegas, Nevada!

February 14th – 16th, 2024
Pre-Conference: February 13th
JW Marriott Las Vegas

Questions?

Contact

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mschneberrhemrev@communityactionpartnership.com

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