



CAT Board Agenda
COMMUNITY ALLIANCE OF TENANTS (CAT)
November 28, 2022
6:00 PM - 8:00 PM

6:00 Welcome

Board role: Agenda approval and ground rules review

*6:05 Approval of October 2022 minutes

6:10 Board introductions. check-ins and staff introductions

Check-in Question

6:15 Presentation by Tony Ande Tenant Finance Committee Roles

Board Role: Listen, ask questions

6:30 Review of Finance Review and Finance Audit Firms and Talent Recruitment Firms

Board Role: Choose the process for obtaining an audit firm and choose the executive recruitment firm

7:00 BREAK5 min

7:05 Strategic Plan Implementation Plan

Board Role: Listen, offer input on the process

7:30 Staff reports Tenant Education, Communications, Organizing, Development, Administration/Budget, Advocacy

Board role: Listen, ask questions

7:50 Set annual calendar Board.

*Board Role: Discussion and vote

8:00 Adjourn

*These are action items



CAT Board Meeting Minutes
COMMUNITY ALLIANCE OF TENANTS (CAT)
October 24, 2022
6:00 PM - 8:00 PM

Board members in attendance: CR Foster, Alex Rhodes, Jackie Magee, Musonda Mwango, Amanda Caffall

Others in Attendance: Kim McCarty, Elaine Zevenbergen, Meaghann Ande, Ruby Joy White, Deborah Olson, Jennifer De La Mancha

- Approval of Agenda, August, and September 2022 minutes
 - Motion to approve by Alex Rhodes, seconded by Amanda Caffall, approved unanimously
- Member Meeting Discussion
 - Great meeting overall – great to see so many groups represented
 - Sorry that there weren't more members
 - More participation in the practice run of show
 - Education presentation was great
 - Language specific engagement needs improvement
- Racial Equity and Workplace Culture Assessment presented by Ruby Joy White
 - Everybody has had a chance to review the report in its entirety
 - There were a lot of hard questions and broad team engagement
 - Difficult exercise by appearance
 - Appreciated the thoroughness of the questions, interested in application of restoration
 - Struck by the breadth of understanding of the issues, particularly in the quotes
 - Appreciated the quality and amount of the data
 - Appreciate the inclusion of colorism
 - Gratitude to Kim and Kendra for their leadership of this project
 - Themes:
 - There is an acute breadth of awareness of the issues, but racial identity did impact understanding
 - How folks are understanding the issues in the organization, but there is a huge gap in understanding
 - Shared goals and understanding between leadership and staff members about issues but misalignment in terms of implementation
 - What are we looking for in outcomes
 - Training recommendations



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- Hiring policy recommendations

- Is there an organizational version of Advil to relieve the tension at the highest level?
 - Restorative justice is important, but is a consensual process and requires investment from all parties involved
 - Accountability and willingness to engage in the hard conversations
- What does the report refer to as “external work?”
 - Meant to coincide with our strategic plan process and implementation planning
 - Creating space for people to reflect in the moment
 - Created in affinity learning spaces
 - Currently, folks coming together could be challenging if it is not handled correctly
 - How does this reconcile with the union?
 - Some feel that they are in trouble for organizing
 - Recognizing that staff needs to feel empowered in their concerns
 - Acknowledging that there is harm that has occurred in that space to both parties
 - How the staff engages and responds to the report is going to be meaningful
- Reflection from the board: how does this hit me?
 - Staff will receive the full presentation on Thursday, November 3rd
 - In what context are we discussing restorative justice?
 - Does this mean changing the way management engages in repairing conflict?
 - The frame of restorative justice in this situation is about harm reduction. The person who feels harmed and the person who caused the harm come to an agreement on how the situation should be repaired.
 - Co-create a sequenced tool for healing strategy for addressing harm within the organization – not punitive.
 - How do we create these affinity spaces?
 - Will be difficult – it’s a volunteer activity
 - How can the board help facilitate that,
 - Development of affinity groups will build camaraderie through inquiry
 - There will be harm reduction processes for non-race based areas of harm as well
- Affinity spaces: ask folks to self-identify the groups they would feel safe within?



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- How does this relate to discipline?
 - It really doesn't
 - Bargaining will discuss discipline because it is a required subject of bargaining. Hopefully these results will influence the desired procedures. Because this collective bargaining negotiation process that is not using Interest Based bargaining it does not lend itself to a consensus based collaborative product. Therefore a collaboration will probably happen in a different mutually agreed upon space.
- How staff receive the report will be crucial to identifying next steps
 - Staff leadership are preparing for next steps
- 6:56 BREAK
- Staff reports
 - Executive Report
 - Busy month! And staff are feeling it...
 - The member meeting was a big lift
 - The staff and stakeholder gathering was wonderful
 - Organizing
 - Kicking off cohort groups in November, taking the energy from the member meeting
 - Staff and cohort groups will be going through organizing trainings
 - Fair Shot has selected CAT as one of the participants in the legislative session
 - Tenant Assembly to bring organizations together to identify major goals for tenants
 - Have a number of open positions
 - CAT Action Fund board is growing and becoming stronger
 - Communications
 - Changes to landlord/tenant law, Senate Bill 608 (14.6% rent increase cap), and the
 - Strategic plan is complete and we are finalizing the member votes for this and the board members that we have on the ballot
 - Union Negotiations
 - Bi-weekly bargaining schedule
 - Most of the articles are waiting on responses from CLU
 - How are we going to implement the strategic plan?
 - Tenant Education
 - Administration/Budget
 - In the process of converting and integrating the timesheets and payroll systems into our regular finance systems
 - Going to cut down the workload for Kendra and Lynne
 - Slated to go live January 1st



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- Cost allocations are based on timesheets
- PPE Loan Forgiven
- Income Statement
 - We're 32% through budgeted income for the year
 - Contract services remains large
 - Expenses are at 22% for the year
- Grants challenge...
 - We have had a reduction in our PHB Grant of \$88,000 last year due to the staffing changes and a disallowed expense and a \$168,000 reduction this year 2022 due to changes in desired scope of services.
 - We are asking OHCS for an additional \$400,000, which they seem open to
 - We are attempting to close that gap as quickly as possible
 - Feeling pretty positive about it overall
- Elaine Zevenbergen is retiring on January 31, 2023
- Board support and sub-committees.
 - Does the board want to create sub-committees?
 - Examples include finance review, program evaluation and development, by-law updates?
 - Finance and Bylaws are going to be critical
 - **Motion to form specific committees**
 - **Finance committee formed unanimously**
- November Board Meeting
- 7:55 Meeting adjourned

**Community Alliance of Tenants
Board of Directors
Monday, September 29th, 2022
6:00-8:00 pm**

Present: Alex Rhodes (Vice President), Delfina Andrade (Secretary), Janet McGee (Board member), Kim McCarty (Executive Director), Elaine Zevenbergen (CAT Finance and Administrative Director), Jeni Albright (CAT Membership Manager), Ivonne Rivero (Spanish Translator), Board Candidate Amanda Cafall, and Meg Olson (Praxis Communications).

Absent: Claire Rudy Foster (President), Mae Rogers (Board member), Musonda Mwangi (Board member), and Matt Folshom (Board Member).

6:05 pm: The meeting was called to order by Vice President Alex Rhodes. Because there was not a quorum, Board could only discuss agenda items and could not vote on any action items (so approval of the August minutes approval was skipped as well as voting on Board candidate and policy endorsements).

6:10 pm The attendees present introduced themselves and answered the **Check in question: How will a 14.6% rent increase impact you?**

6:30 pm. Meg Olson from Praxis gave an overview of the **FY23-25** Strategic Plan draft, which will be presented at the **October 15th, 2022** member meeting and voted on at the November Board meeting. The public process to date has been review by staff through surveys and staff meetings, presentations at the Saturday meetings, eblasts with links to online surveys and multiple opportunities to meet with the drafters to offer feedback. Most of the feedback was asking for clarification and a few additions but no objections. Highlights are as follows:

- (1) There was a large member input, basically from the many focus groups that met last year about the Strategic plan; these are the objectives desired by members, staff and Board:
 - a. Clearer process for how one becomes a member
 - b. Increased partnerships with organizations outside of Portland area, including local high schools and nonprofits
 - c. Improvement of tenant right's materials as far as volume, accuracy and speed of distribution
 - d. More clarity on how Organizing and Advocacy are integrated and the ways they are separate
 - e. Strengthened partnership with other tenant-based organizations, such as Portland Tenants Union.
 - f. Expansion of hotline hours to 7 days a week 12 hours a day (some of the feedback included concerns that this may not be a feasible goal)
 - g. Increase frequency of renter's rights workshops
 - i. 3 times a month
 - ii. Hold workshops that are region-specific
 - iii. Hold workshops that are renter-specific

- h. Increase number of partnerships with attorneys and legal nonprofit organizations to work on tenant cases.
- i. Regularly offered Tenant Leadership development cohort program
- j. Plans for both external and internal communications
- k. Increase number of translators available to help tenants on hotline and workshops.
- l. recommendations regarding Unions.
- m. Implementation ideas:
 - i. Specific policy recommendations were not made so that we could use this as a living document. There were many implementation questions such as funding streams. Concerns about the member recommendation about a 24 hour hotline. This is a goal that may have a long implementation timeline. For example, we may not have the beginning capacity even after three years. Renter workshops is also a long term goal. The plan asked if we have a need or capacity for an in-house attorney or partners. Organizing team is growing to focus on empowerment of tenants vs. policy expertise. Added a section about organizational restructure. Added Southern Oregon as a priority even though it is already part of the plan. The implementation plan will explain the external communication strategy vs. the internal communication strategy.

6:45 pm: Executive Director Kim presented 2 recommendations from the Policy Committee: **(1)** Welcome Home Coalition support of increased wages for service workers- Welcome Home Coalition support of increased wages for service workers. <https://welcomehomecoalition.org/wage-advocacy/> and **(2)** Eugene Tenant Alliance Petition support of increased wages for service workers. Kim asked the Board to review and make recommendations for next Board meeting or on an electronic vote to endorse these two items.

7:05 pm. Membership Manager Jensi Albright presented the agenda and slides for the **October 15th, 2022** membership meeting, which will have a Tropical Salsa Party theme. There will be a renter's workshop at the beginning and some sort of performance artist mid-meeting. The meeting will take place from 11:30 am to 2 pm, and will be all virtual, on Zoom platform. She highlighted that Board members will be needed to show up for Board elections (some to present, some for candidate introductions). Those up for vote: Alex (for reelection for Vice President), Jackie McGee (new Board member), Amanda Cafall (new Board member), and Matt Folsom (for reelection). Jensi will be reaching out to Board members to assign roles. She will also be scheduling a separate meeting (possibly October 7th, 2022) to go through a Run-of-Show for all Board members for practice of their assigned scripts.

7:20 pm. Board member candidate Amanda Cafall introduced herself and discussed her work background. She is the Executive Director of The Commons Law Center headquartered in Portland, Oregon. She has worked for several nonprofits and is a representative on several nonprofit Boards. She has a passion for both Climate Change remediation and Affordable Housing. She has been requesting that Oregon law schools add a tenant-landlord law course, as very few offer these curricula. Very few attorneys are trained in this area and because there has become a vast need to represent renters in eviction, harassment and other tenant related cases, it is important that law students receive

instruction in this area. Amanda is interested in CAT Action. Very positive comments from Delfina and Jeni. The referral vote will be conducted via email.

7:35 pm. Finance and Administrative Director Elaine Zevenbergen presented the **August 2022** Income Statement and **FY22-23** cash flow projections. Revenues and expenses are what is about expected for the first 2 months of the no big surprises. Cash flow is adequate for now. We are looking for \$50,000 in donor contributions. Membership income is on track. We are not sure about government contracts. So our spending is 25% a bit high. Contract for services expenses were higher due to remaining bills from 2021 and TEP contractors.

7:55 pm. Executive Director Kim McCarty announced that we will be having an in person get together on October 20th, 2022 for all staff, Board, and their families in Portland. She will announce details later on.

8:05 pm. Vice President Alex Rhodes adjourned the meeting.

October 2022 Board Blurb

Hotline

In the month of October, we completed 199 hotline calls across the state, including 15 calls on our Live Member Line.

Events:

10/15/2022 - Member Meeting Renters' Rights Presentation on Zoom. Languages: ASL, Vietnamese, Tigrinya, Amharic, Oromifa, Spanish, Russian.

10/22/2022 – Vietnamese Language group discussion at CAT Office: Metro workshop – “Bulky Waste Disposal.” 6 attendees. Demographics: All Vietnamese.

10/26-10/29- Brenden the Tenant Education Specialist for Deschutes County, traveled from Portland to Bend to do outreach, flyer, tabling and workshops at COCC and the public library in Bend.

10/28/22 – Washington County Renters' Rights Webinar on Zoom, and uploaded to Facebook. Topic: Renters' Rights 101: Introduction to Renters' Rights and updates for SB 891, in English. 5 participants on Zoom, 67 reached, 18 views.

Tenant Protections Team (TPT)

Most tenants were provided services with Vietnamese language support. Tenants needed the most help with eviction & rent increases.

IRCO- 10 referrals.

APANO- 11 referrals.

Livestream Sessions (Vietnamese language):

10/28/2022 - Facebook livestream online for Rent increase 2023 changes and Portland relocation protections, in Vietnamese. 11 live participants, 62 views, Demographics: All Asian.

26 referrals to Troy.

SEI- Joy was on Bereavement leave most of October so we don't have updated numbers to provide at this time.

CAT- 14 referrals.

October 2022 Board Report Organizing and Communications

Organizing

- Each organizer has been tasked with recruiting a small regional cohort to kick-off in November.
- Member meeting took place as planned for October 15th.
- A Tenant Assembly is planned for December 3rd
- The Organizing and Education staff have identified continued relationships with the Prescott Tenants Union, Ludon, Woodspring LIHTC, and True Holdings
- Two of the Portland Rental Services Commission members are also associated with CAT.
- Cancel the Rent meeting will only meet on the 1st Saturday of the month.
- OHCS is working with a preservation buyer for Orchard Park the expiring LIHTC in Salem.

Policy

- Policy Committee choose to focus on reform of SB 608 to address inflation, relocation and no cause evictions and a strategy to address the needs of tenants in low-income housing. Second strategy is starting Rental Registration, and return of SB 608 provisions that are important to preventing eviction. For everything a focus on policy that will equitably reach Black, Indigenous and Immigrant and Refugee households is critical.
- CAT is meeting with Fair Shot, the Housing Alliance, Stable Homes and other coalitions on these and other housing policies. The website has been updated with a campaign webpage and Every Action letter.
- A social media awareness campaign was started to bring awareness to the increase in the rent cap to 14.6%.
- Staff have educated policy makers regarding the impact of expiring LIHTC and MULTE projects.
- Staff have been advocating for more rent assistance, reduced application barriers, better eviction prevention policies.

Staffing:

- Member Services Support Specialist- this position is on hold pending resources
- Multnomah County Organizer – this position is canceled pending resources
- Mid-Valley Organizer position has internal candidates that are being interviewed.
- Southern Oregon hotline specialist on hold pending resources

CAT Action Fund (C4)

- The CAT Action fund board supported Kotek, McCleary, Hardesty, and Golden, Morales, Meek, Ruiz and Sollman
- CAT Action confirmed new board members Kat McKelvey, and Meg Olson.

Communications

- Education announcements regarding the expiration of eviction laws and allowed rent increases for 2023
- Education notices regarding changes to Portland FAIR ordinance
- Here is a link to [CAT in the news](#).
- Calculate your rent calculator on social media.
- CAT promoted Welcome Home and ROC organizing regarding the Portland Housing fall bump hearings.

Strategic Plan

- The Strategic Plan was presented at the Member meeting and adopted by the board in October
- Staff Safety Plan is incomplete
- The Workplace Culture and Racial Equity Assessment was shared with the board in October after translation and endorsed. CAT is seeking funding from Meyer to implement some of the Transformative Justice recommendations.

October 2022 Board Report Organizing and Communications

Membership Services

- Member to Member meeting on the Second Saturday of each month will be assisted by Jensi and is on hold until January
- PSU Student volunteers are on hold because the main professor that offers volunteers is on an extended leave.
- The Annual Member meeting will be held October 15
- Membership Services Assistant applicants are being sought.
- Membership module may be added to Every Action

Union Negotiations

CAT and CLU have reviewed all articles. CAT has shared their response to the financial article. CAT and CLU have agreed to meet more frequently. A majority of the articles are with CLU.

Calendar

~~April~~

~~Strategic Plan draft Done~~

~~C4 Endorsements Done~~

~~June~~

~~Organizational Chart review with staff done~~

~~Draft Racial Equity Assessment Report done~~

~~Fair Shot policy proposal accepted done~~

~~June~~

~~Member Meeting June 25th done~~

~~_____ FY 2022-2023 Budget approval done~~

~~_____ In person gatherings done~~

~~CAT Board Meeting June 27th done~~

~~_____ Hire Lobbyist Hired Darren Golden done~~

~~July~~

~~_____ Finalize the Strategic Plan Done~~

~~_____ Finalize Racial Equity Assessment Plan Done~~

~~_____ Policy meetings with Stable Homes and CAT Policy Committee done~~

~~_____ Working to resolve issues with the PHB invoice Done~~

~~_____ Policy meeting with State Housing Chairs Jama and Dexter done~~

~~_____ Many CAT staff attended an organizing training by RTTC. Done~~

~~August~~

~~_____ Legislative Session Preparation Fair Shot has hired a research group to assist us. Done~~

~~_____ Fall Member Meeting has been set for October 15~~

~~_____ Fair Shot presentation to new legislators Done~~

~~September~~

~~Legislative proposal draft Due September 23 this was created by the Oregon Law Center~~

~~Member meeting invite reminders~~

~~Member meeting rehearsals and translations due~~

~~Board Editorial-in progress wait until after elections to release it~~

~~October~~

~~Member Meeting Elections and tenant rights training October 15~~

~~All Staff gathering October 20~~

~~Regional Cohort announcements~~

October 2022 Board Report Organizing and Communications

November

- Regional Cohort kickoffs
- Distribute cohort equipment
- Make grants to tenant advocate organizations
- Tenant Assembly planning
- Strategic Plan implementation strategy
- Mid-year operation grant requests

December

- Finance Director Search
- Tenant Assembly December 3rd
- Winter Break
- CAT fundraising appeal letter
- Annual Report FY 2021

January

- Mid-West Academy Training
- Rent Well Training
- Advocacy Training
- Fair Shot Assembly January 14th
- Abila payroll system kick off

February

- Legislative Session Kick Off
- Lobby Day?

March

- Contract amendments
- Grant Applications

April /May/June

- Support OHCS budget

Management Overview

- Future projects
 1. Bylaw review
 2. New programming proposals
 3. HMIS and Every Action integration
 4. Further expansion of hotline hours
 5. Legal Advocacy program
 6. Resource development goals
 7. Transition to Abila for payroll
 8. Internal Audit
- CAT Morale?
 - There is a focus on training and we are seeking funding for training. We need more in person gatherings/work and resolution of the office issue. The all staff gathering went well.
- Workplan performance?

October 2022 Board Report Organizing and Communications

- The education department is nearly fully staffed and training is close to completion.
- The Tenant Protection Program is making progress.
- Cohort kick off will happen soon.
- The finance department is making progress with accounting clean ups.
- Which projects need a little help?
 - CAT needs to recruit for the C4 and C3 boards.
 - We need to keep projects closer to the mission.
- Progress on workplan?
 - Implementation of the strategic plan will start in November
- Challenges
 - We believe that we met or exceeded all deliverables in FY 2021. But, staff absences, understaffing and use of contractors has caused problems with billing that we did not understand until June. This issue has also cause overwork for some. We are working to improve our billing process, and communication of deliverables to make it clear to our funders that we are performing as required. We have funding for new legal service planning.
- What are some things you'd like to highlight in your department in terms of upcoming activities, projects, events, campaigns, etc.?
 - CAT's policy campaign was adopted by Fair Shot.
 - Member Meeting continues to involve a diverse set of voices and languages. This year we supported people who speak Spanish, Vietnamese, Eritrean and Ethiopian languages and ASL.

Community Alliance of Tenants Department Manager Reports- Finance and Administrative

11-21-22

Purpose: These are to be used for management meetings and board reports for the board of directors. This is to help consolidate information the amount of report out to make life a little easier for managerial staff. The idea behind this template is that you fill it out twice a month for management team meetings and the latest one will be used for the board meeting.

Questions to answer:

- How are staff doing in your department?
 - What is their morale like?
 - What is their performance like regarding achieving workplan goals for the year?
- How are you doing on completing your workplan?
 - What projects are going well?
 - Which projects need a little help?
 - Where would you say you are in completing your whole workplan?
 - What elements of your workplan would you like to highlight?
- How is fundraising going for your department?
 - What deficits remain in which departments?
 - What are we doing to address those deficits if applicable?
 - What applications and reports are due in the next two weeks?
- How are you doing in maintaining your budget?
 - How is spending in your department? On track, accelerated or slow-going?
 - If applicable, what needs to be adjusted to help bring your spending back on track?
- What are some things you'd like to highlight in your department in terms of upcoming activities, projects, events, campaigns, etc.?

STAFF CHECK IN

On a scale of 1 to 10, how would you rate morale for your staff? (1 being poor, 10 being awesome!)

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|----|

What's the story behind selecting your answer? (Feel free to add any important details that will help us understand as to why morale is the way it is!)

Steven, Elaine and Lynne are continuing adjustments and reconciliations for the fiscal year FY21-22, in preparation of our first financial audit. Lynne is working on accounts payable and accounts receivable adjustments and other balance sheet accounts. Elaine & Steve have completed cash reconciliations through June 30th, 2022 and is working on 22-23 bank reconciliations.

Elaine and Kim are working with a CPA consultant to recruit a new Finance & Administrative director, as well as help us with an audit review and audit firm selection.

Kendra, Elaine, Steven and Lynne & Kim are meeting with Abila consultants to integrate and streamline our timesheets, HR and payroll systems with the accounting software. This project is slated to be complete by January 2023. Staff will receive training on the new timesheet system, while the finance an Amin staff will be receiving training on the new systems.

Kendra is ensuring we have all records in good order and that all are complete for both current and past employees. She is also working with our HR firm to streamline policies and create forms for managers for better managing their departments.

Meaghann is working on amending the OHCS expansion grant, as far as Scope of Work and budget: as well as on applying for grants with Meyer Memorial Trust, Murdock and Collins Foundation.

What is performance like with regard to achieving workplan goals for the year?

| | | | | |
|-----------------------------|--------------------------------|---------------------------|-----------------|--------------------------|
| <i>Behind, need support</i> | <i>Behind, but have a plan</i> | <i>No opinion, really</i> | On track | <i>Ahead of Schedule</i> |
|-----------------------------|--------------------------------|---------------------------|-----------------|--------------------------|

WORKPLAN CHECK IN

How far along are you in completing your workplan for the year? 0-100%

What are the top three workplan items that are going the best?

- (1) **General financial operations and accounting records for FY22-23:** Financial Operations continues to go smoothly. We will be streamlining timesheets and payroll by incorporating these into our accounting software as well as automating cost allocations by funder, site and department – We will be meeting with our Abila accounting software rep and working with him to hopefully be finished with software conversions and staff training by the beginning of **2022**.
- (2) **Human Resources and Payroll:** Monthly Payroll processing and timesheet submittal are going very smoothly. New hire orientation and separation of departing employees is going relatively well, although Kendra continues to work on streamlining these Offboarding/Onboarding processes so they are more effective and efficient. Steven has been

working with our payroll provider to revise payroll for multi-state payroll taxes and worker's compensation.

- (3) **Development:** Meaghann Ande is working on fundraising opportunities as delineated in the fundraising section below, with a focus on private foundation grants. As mentioned above, she is working on a fundraising plan for the new year. She is also working on getting the C4 entity up and running and is recruiting new candidates for both the C3 and C4 Boards.

What are three workplan items that need some more attention to get/stay on track?

- (1) **FY 21-22 Abila reconciliations and cleanup:** Lynne and Elaine are still working on reclassing expenditures and adjusting releases from restrictions for private grants for the upcoming financial audit. We still about **6** grants to cleanup, which takes a lot of time. We are current on all electronic filing for accounts payable, accounts receivable grants, Pex debit accounts and other audit-worthy documents for **FY21-22**.
- (2) **Personnel policies and procedures:** The Employee Handbook is still on hold as there are quite a few items that Union has indicated that they wish to negotiate. We have reached several tentative agreements with the CAT union on some articles that impact the personnel policies; we have given the Union all of our articles and counterproposals. We have received all of the economic counterproposals including wages, leaves and retirement from the Union, and are in the process of reviewing them. We have several noneconomic counterproposals from CLU that we will be negotiating on as well.
- (3) **Financial policies and procedures:** While these were revised in March 2022, there is still more work to improve this manual, and put in more details on actual procedures.

Are there any unfunded projects in your work plan/task list right now that we need to develop a plan for funding and/or strategically letting go?

Yes

No

It will be necessary fundraise at least **\$400,000** in order to meet current budget goals; Meaghann is actively pursuing. In addition, it is the hope that we can also get more administrative help in the Finance and Administrative Department, as well as Organizing Manager for the Organizing and Policy department, to assist the director in administration and management of Organizing employees; however, this will require additional fundraising as well.

Any highlights about your workplan that you'd like to share?

FUNDRAISING CHECK IN

*How are you doing with raising the funding needed in your department?
(1-10, 1 being poor, 10 being awesome)*

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|----|

What funding opportunities are you waiting to hear back from:

We are waiting to hear back from Home Forward for a renewal of the Housing Choice Voucher program for 2023.

We have received an **\$8,500** award from Metro for Tenant Education (Bulky Waste group facilitation), **\$30,000** from Meyer Memorial Trust for staff training,

We also have gotten a final contract from Portland Housing Bureau for **\$432,168** for **FY22-23** and are working on invoicing from July 2022 onward

What funding opportunities do you have your eye on?

We will also be aggressively pursuing Oregon Community Foundation, Start Small, and Kaiser Foundation for private grant monies for **FY22-23**.

What funding opportunities are you pursuing right now and for what purpose?

See above.

| BUDGET CHECK IN | | |
|--|-----------------|--|
| <i>How are you doing with spending? Are you accelerated? On track? Slow-going?</i> | | |
| Accelerated (for revenues) | On Track | A little Slow-Going (for both expenses and revenues) |

What's the story behind your selection?

Net income FYTD 22-23 as of October 31st, 2022 is \$20,465 with unrestricted funds only, and \$312,789 with restricted funds.

We have earned **40 %** of revenues. The bulk of the revenues was primarily from government contracts with Multnomah County, Oregon Housing and Community Services, and Portland Housing Bureau (**\$822,693**), as well as from private funds from Oregon Community Foundation, Oregon Consumer Justice, Unite Oregon and Right to the City) (**\$292,324**).

Expenditures were **\$914,387**, representing **29%** of budget. The majority of the expenditures is for personnel (**\$638,163**), and contract services (**\$106,049**). Contract services consists of services provided by Robert Half temps for Communications, Accounting, and Tenant Education, as well as for a lobbyist and policy researcher.

Cash flow is a little low at **\$127,109**; we are still waiting on payments for July, August, and September 2022 from Portland Housing Bureau, Multnomah County and OHCS. Cash Flow is estimated to be **\$124,377 by June 30th, 2023**.

CAT Cash flow FY22-23

| | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Beginning bank balance 11-21-22 | 127,109 | 125,471 | 412,959 | 426,343 | 399,317 | 397,167 |
| Revenue | | | | | | |
| Portland Housing Bureau 22-23 | 133,674 | 35,428 | 65,000 | 45,000 | 45,000 | 45,000 |
| Oregon Housing & Community Services 22-23 | 283,050 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Multnomah County 22-23 CDBG | | 1,645 | 3,024 | 2,522 | | |
| Multnomah County CARES 22-23 | 32,064 | 24,953 | 13,011 | 11,102 | 11,000 | 7,870 |
| Portland Water Bureau FY 22-23 | 1,028 | 1,600 | 1,600 | 1,600 | 1,600 | 1,500 |
| Washington County | 5,783 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| Meyer Memorial Trust training grant | 30,000 | | | | | |
| Events (Gala) | | | | | | |
| Individual Donations/Contributions | 3,000 | 10,000 | 3,000 | 5,000 | 5,000 | 5,000 |
| Membership Dues | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 |
| Total Revenues | 489,849 | 228,376 | 240,385 | 219,974 | 217,350 | 214,120 |
| Expenses | | | | | | |
| Personnel (salaries, payroll taxes, benefits) | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 |
| General operating | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Marketing/Communications | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Legal fees (LASO) | | 2,500 | | | 2,500 | |
| Tenant emergency assistance (OCF) | | 10,000 | 10,000 | 10,000 | | |
| Statewide support for TLC members | | | 10,000 | 10,000 | 10,000 | 10,000 |
| Computer Equipment and accessories | | | 2,000 | 2,000 | 2,000 | |
| Upward Technology | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Development costs | 1,000 | 1,000 | | | | |
| Staff trainings | 3,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Telecommunications | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Accounting and audit fees | | | | 20,000 | | |
| Praxis Communications Contract | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Tenant education contractor | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Contract Lobbyist | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Program expense - PHB passthru to partners | | 37,500 | | | | |
| Total Monthly expenses | 204,000 | 351,250 | 227,000 | 247,000 | 219,500 | 215,000 |
| Ending balance, xx/31/21-22 | 412,959 | 14,321 | 426,343 | 399,317 | 397,167 | 396,287 |

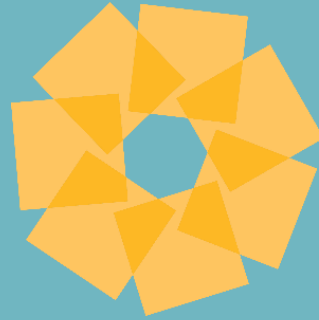
| May-23 | Jun-23 |
|----------------|----------------|
| 396,287 | 338,176 |
| | |
| 63,066 | |
| 82,573 | |
| | |
| | |
| 1,500 | 1,452 |
| 3,500 | 3,500 |
| | |
| | 20,000 |
| 5,000 | 5,000 |
| 1,250 | 1,250 |
| 156,889 | 31,202 |
| | |
| 160,000 | 160,000 |
| 20,000 | 20,000 |
| 1,000 | 1,000 |
| | 2,500 |
| | |
| 10,000 | |
| | |
| 4,000 | 4,000 |
| | |
| 5,000 | 5,000 |
| 2,000 | 2,000 |
| | |
| 3,000 | 3,000 |
| 6,000 | 6,000 |
| 4,000 | 4,000 |
| | 37,500 |
| 215,000 | 245,000 |
| 338,176 | 124,377 |

| | |
|-----------|----------|
| 432,168 | 432168 |
| 1,115,623 | 1155623 |
| 7,190 | |
| 100,000 | |
| 11,879 | 11879.54 |
| 30,283 | 40,000 |
| | |
| 20,000 | |
| 41,000 | |
| 10,000 | |
| 1,798,145 | |

| | |
|--------|--------|
| 32,000 | 44,000 |
| 38,000 | 38,000 |

OREGON Community Alliance of Tenants
Statement of Activities FY21-22
as of October 31st, 2022

| | Oct-22 | Unrestricted FYTD | Restricted YTD | Total | FY 22-23 Budget | % Actual to Budget |
|-----------------------------------|-----------------|----------------------|-------------------|------------------|--------------------|-----------------------|
| Government Contracts | 201,383 | 848,671 | | 848,671 | 2,554,690 | 33.22% |
| Foundation Revenue (private) | 7,126 | 17,056 | 292,324 | 309,380 | 373,334 | 82.87% |
| Justin Buri Donations | 26 | 104 | | 104 | 5,000 | 2.08% |
| Contributions | 2305.1 | 8,293 | | 8,293 | 50,000 | 16.59% |
| Member Dues | 626 | 2,177 | | 2,177 | 15,000 | 14.51% |
| Event Income (Gala) | - | - | | - | 20,000 | 0.00% |
| Event Income (Other) | - | 1,250 | | 1,250 | 2,000 | 62.50% |
| Fee for Services (C4) | | 2,079 | | 2,079 | 80,000 | 2.60% |
| Other Income | 438 | 55,224 | - | 55,224 | 7,000 | 788.91% |
| TOTAL REVENUES | 211,904 | 934,853 | 292,324 | 1,227,177 | 3,107,024 | 39.50% |
| Salaries | 125,255 | 497,128 | | 497,128 | 1,737,757 | 28.61% |
| Employee Benefits | 22,862 | 90,691 | | 90,691 | 299,581 | 30.27% |
| Payroll Taxes | 13,100 | 50,343 | | 50,343 | 173,776 | 28.97% |
| Program Expense | - | - | | - | 75,000 | 0.00% |
| Building Leases | 3,911 | 15,645 | | 15,645 | 40,000 | 39.11% |
| Legal & Legal Aid Fees | 4,445 | 14,190 | | 14,190 | 57,500 | 24.68% |
| Lobbying | 4,000 | 12,000 | | 12,000 | - | 0.00% |
| Accounting Fees | | | | - | 20,000 | 0.00% |
| Event Expense | 740 | 740 | | 740 | 6,500 | 11.38% |
| Telecommunications | 3,545 | 14,034 | | 14,034 | 23,871 | 58.79% |
| Software Purchase | 3,221 | 23,656 | | 23,656 | 49,992 | 47.32% |
| C4 expenses | 221 | 2,079 | | 2,079 | 80,000 | 2.60% |
| Local Travel | 64 | 213 | | 213 | 10,000 | 2.13% |
| Meeting Meals | 1,836 | 1,987 | | 1,987 | 3,000 | 66.23% |
| IT services | 182 | 18,719 | | 18,719 | 43,680 | 42.86% |
| Translation | 1,675 | 2,929 | | 2,929 | 35,000 | 8.37% |
| Leadership Develop/Staff training | 5,550 | 5,700 | | 5,700 | 14,000 | 40.71% |
| Office Supplies | 685 | 2,354 | | 2,354 | 9,000 | 26.16% |
| Other travel | 8,250 | 12,872 | | 12,872 | 31,000 | 41.52% |
| Payroll Services | 373 | 5,587 | | 5,587 | 3,000 | 186.22% |
| Gift Cards | 860 | 1,785 | | 1,785 | 7,500 | 23.81% |
| Postage & Delivery | 29 | 1,982 | | 1,982 | 3,000 | 66.08% |
| Other Contract Services | 16,033 | 106,049 | | 106,049 | 107,000 | 99.11% |
| Conferences & Training | | 1,708 | | 1,708 | 3,000 | 56.93% |
| Equipment Purchase | | 2,146 | | 2,146 | 10,000 | 21.46% |
| Printing & Copying | 1,662 | 1,881 | | 1,881 | 10,000 | 18.81% |
| Tenant Assistance Fees | | 3,899 | | 3,899 | 30,000 | 13.00% |
| Stipends for TLC members, interns | | | | - | 55,000 | 0.00% |
| Repairs & Maintenance | | | | - | 1,000 | 0.00% |
| Advertising | | 180 | | 180 | 3,000 | 6.00% |
| Dues & Subscriptions | | 410 | | 410 | 4,000 | 10.25% |
| Utilities | 434 | 1,738 | | 1,738 | 4,500 | 38.61% |
| Insurance Liability D&O | | | | - | 1,900 | 0.00% |
| Insurance - General Liability | 233 | 3,249 | | 3,249 | 7,000 | 46.42% |
| Insurance - Workers Comp | | 439 | | 439 | 2,000 | 21.96% |
| Finance Fees | 275 | 1,070 | | 1,070 | 3,000 | 35.67% |
| Equipment Rental (copier) | 244 | 977 | | 977 | 4,000 | 24.42% |
| Childcare | | 360 | | 360 | 1,000 | 36.00% |
| Development Expenses | 34 | 776 | | 776 | 42,000 | 1.85% |
| Communication Expenses | 3,206 | 10,580 | | 10,580 | 60,000 | 17.63% |
| Misc Expense | 359 | 1,738 | | 1,738 | 21,467 | 8.10% |
| Interest Expense (Line of credit) | 594 | 2,553 | | 2,553 | 2,000 | 127.66% |
| Vacation Expense | | - | | - | 10,000 | 0.00% |
| Board meetings | | - | | - | 2,000 | 0.00% |
| TOTAL EXPENSES | 223,875 | 914,387 | - | 914,387 | 3,107,024 | 29.43% |
| Increase in Net Assets | (11,971) | 20,465 | 292,324 | 312,789 | 0 | |



THE NONPROFIT
ASSOCIATION OF
OREGON

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▶ Board Bright: Finance Fundamentals

Jenn Clemo

Director of Nonprofit Leadership & Learning
Nonprofit Association of Oregon

Connect with us @nonprofitoregon
www.nonprofitoregon.org



Thank you Funders



Thank you Sponsors



Upcoming Learning Opportunities

- Aug. 24, 2022 – **“Internal Financial Controls for All Nonprofits”** with Susan Bower and Lottie Zorn
- Sept. 7, 2022 – **“Handling Restricted Gifts”** with Susan Bower
- Sept. 8, 2022– **“Board Bright: Engaging Your Board in Fundraising”** with Jenn Clemo
- Sept. 13, 2022– **“Building Immunity by Building Community (BIBC)”** with Renee Menkens, M.S., R.N.
- Sept. 24, 2022– **“Nonprofit Advocacy Training”** with Quyen Tu

Upcoming Portland Network Sessions

- Sept. 14, 2022 – **“Managing the Overworked Accounting Department”** with Todd Kimball and Vega Tom (NFMA)
- Sept. 15, 2022 – **“Making Time for Reflection, Especially When It Feels Impossible”** with Amy Varga (NLN)
- Sept. 21, 2022– **“Creating Gender Inclusive Teams: Understanding Pronouns to Create Inclusion”** with Kaig Lightner, MSW (EILN)

Upcoming Regional Network Sessions

- Sept. 14, 2022 – **“Trauma-Informed Care: Next Steps”** with Reba Smith, M.S. (RVNN)
- Sept. 20, 2022 – **“Optimizing the Board/Executive Director Relationship”** with Jenn Clemo (LCNN)
- Sept. 22, 2022 – **“Planned Giving: Gifts That Help Now and Later”** with Grady Goodall (MVNN)
- Sept. 28, 2022 – **“Managing Financials with an Operational Mindset”** with Megan Fries (NNCO)
- Oct. 18, 2022 – **“Engaging Your Board in Fundraising: A Mission-Based Approach”** with Grady Goodall (LCNN)
- Oct. 20, 2022 – **“Nonprofit Advocacy: Why Nonprofits and Why Now?”** with Phillip Kennedy-Wong (MVNN)

Join us for the 2022 Guiding More Good conference!

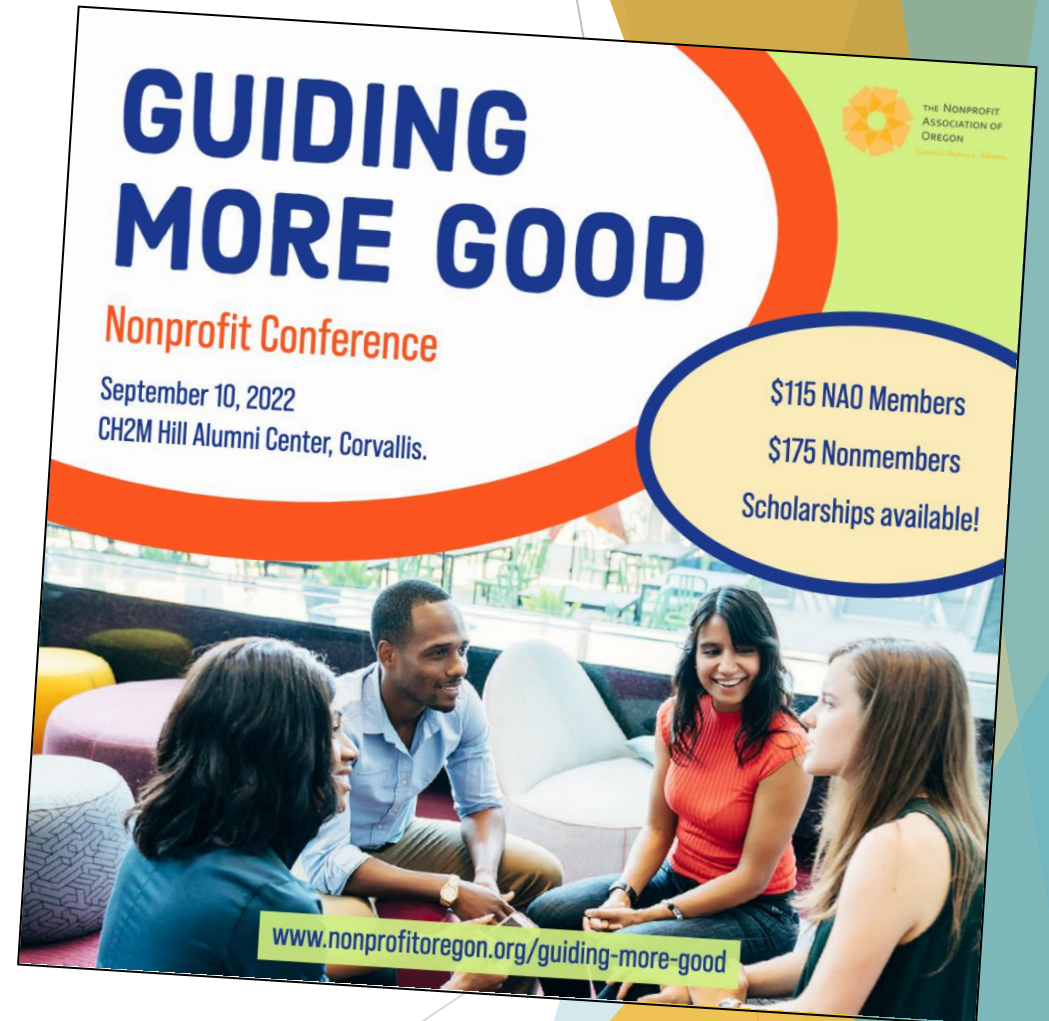
This year's conference will be in-person at OSU's CH2M Hill Alumni Center, taking place on **Saturday, September 10** at 8:00 a.m.

Guiding More Good focuses on nonprofit governance for both staff and board members, and inspires attendees with expert speakers, robust conversations, practical resources, and cross-sector networking opportunities.

Pricing: \$115 NAO Members, \$175 Non-members

Limited number of scholarships available. Register today!

[NonprofitOregon.org/Guiding-More-Good](https://www.nonprofitoregon.org/Guiding-More-Good)



NAO's Board Management Workbook



This self-paced learning digital workbook will sharpen the tools of your board team and build greater capacity for success in the future!

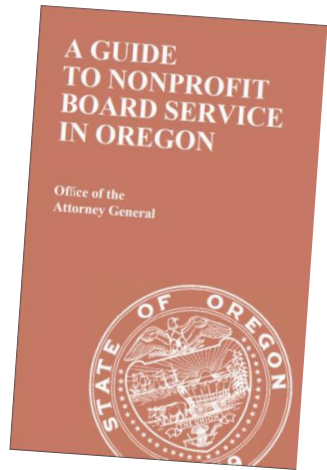
A companion to NAO's quarterly Board Bright webinar series, the Board Management Workbook is only \$20 for Members. Purchase today at NonprofitOregon.org/Publications

Quick Poll!

Please share in the chat box...

- Is your organization all-volunteer or does it have paid staff?
- Who is responsible for your organization's financials?
Board responsibility? Dedicated staff? Contract bookkeeper?
- How does your organization handle accounting?
Quickbooks? Excel? Something else?

Legal Duty



According to the Oregon Attorney General, the board is legally responsible for *safeguarding the fiscal health of the organization and protecting its resources.*

Understanding Nonprofit Finance and Accounting



Accounting v. Finance

Accounting

- Day-to-day recording and tracking

Finance

- Strategic planning, management of assets

Accounting Methods

Cash Basis

- Recognizes revenues when cash is received and expenses when paid

Accrual

- Revenues and expenses are recorded when earned via accounts receivable or payable

Assets

What you have

- Cash, endowments, inventory, land, equipment

What you are owed

- Grants awarded but not yet received, earned revenue for work you have done

What you have prepaid

- Security deposits, insurance premiums

Liabilities

What you owe

- Mortgage, credit card debt, payroll and tax

What has been prepaid to you

- Earned revenue for work you have not yet done

Net Assets

Assets – Liabilities = Net Assets

Generally accepted accounting principles (GAAP) call for an organization's net assets to be classified by restriction level.

Surplus/Deficit

Surplus (Profit)

- When income exceeds expenses
- Must be put back into organization
- Can be invested to generate a return

Deficit (Loss)

- When expenses exceed income

Understanding Restrictions

One of three buckets:

- Temporarily restricted: time or usage limitations, usually from donor
- Permanently restricted: only the interest earned may be spent
- Unrestricted: to be spent at the organization's discretion

Tools for Monitoring Financial Health



A Complete Picture

Past

- IRS Form 990s
- Audited financials

Present

- Balance sheet
- Profit and Loss
- Budget to actual

Future

- Cash flow projections
- Multi-year budgets

Creative Station Balance Sheet

September 30, 20XX

Cash Basis

| | September 20XX |
|---|--------------------------|
| ASSETS | |
| Current Assets | |
| Checking | \$ 6,314 |
| Savings | 63,210 |
| Inventory of Publications | 9,325 |
| Total Current Assets | <u>78,849</u> |
| Fixed Assets | |
| Land | 21,500 |
| Building | 126,300 |
| Equipment | 9,326 |
| Accumulated Depreciation | <u>(8,960)</u> |
| Total Fixed Assets | 148,166 |
| TOTAL ASSETS | <u><u>\$ 227,015</u></u> |
| LIABILITIES & FUND BALANCES | |
| Current Liabilities | |
| Credit Cards Payable | \$ 1,311 |
| Payroll Taxes Payable | 5,485 |
| Current Portion of Mortgage Debt | 2,950 |
| Total Current Liabilities | <u>6,796</u> |
| Long Term Liabilities | |
| Mortgage Payable | <u>43,060</u> |
| Total Long Term Liabilities | 43,060 |
| Total Liabilities | 49,856 |
| Fund Balances | |
| Temporarily Restricted Funds | 52,050 |
| Unrestricted Fund Balance | 125,109 |
| Total Fund Balances | <u>177,159</u> |
| TOTAL LIABILITIES & FUND BALANCE | <u><u>\$ 227,015</u></u> |

Balance Sheet

Creative Station Profit and Loss Statement

For the Month of September 20XX and the Three Months Ended September 30, 20XX

| Cash Basis | September 20XX | Year to Date | Budget |
|------------------------------------|-------------------|-----------------|------------|
| Revenue | | | |
| Grants | \$ 15,000 | \$ 18,000 | \$ 67,000 |
| Contractual Services | 5,000 | 15,000 | 60,000 |
| Fees for Service | 2,100 | 3,300 | 18,600 |
| Creative Station Publication Sales | 1,200 | 2,300 | 9,100 |
| Charitable Contributions | 500 | 1,600 | 9,300 |
| Fund Raising Events | - | - | 8,500 |
| Sponsors | 2,300 | 2,800 | 7,500 |
| Investment Income | 15 | 40 | 100 |
| Total Revenue | \$ 26,115 | \$ 43,040 | \$ 180,100 |
| Expenses | | | |
| Personnel | | | |
| Wages | 10,083 | 30,250 | \$ 121,000 |
| Payroll Taxes | 1,109 | 3,328 | 13,310 |
| Administrative | | | |
| Utilities | 235 | 675 | 2,665 |
| Accounting | 150 | 500 | 1,400 |
| Repairs and Maintenance | 950 | 1,200 | 4,250 |
| Telephone & Internet | 65 | 210 | 825 |
| Insurance | 200 | 300 | 1,935 |
| Mortgage Interest | 115 | 360 | 1,380 |
| Office Supplies | 23 | 75 | 440 |
| Miscellaneous | 25 | 35 | 210 |
| Direct Program Expenses | | | |
| Art Supplies | 2,760 | 3,740 | 11,770 |
| Travel / Student Trips | 325 | 500 | 1,300 |
| Educational Publications | 40 | 65 | 200 |
| Instructor Training Materials | 15 | 35 | 425 |
| Software | 225 | 225 | 1,325 |
| Educational Conferences | 150 | 225 | 640 |
| Supplies | 75 | 95 | 350 |
| Staff Travel | 27 | 58 | 550 |
| Dues & Registrations | 100 | 100 | 430 |
| Publications / Products | | | |
| Publications for sale | 350 | 500 | 4,200 |
| Fundraising | | | |
| Travel | 36 | 74 | 275 |
| Miscellaneous | 13 | 21 | 110 |
| Total Expenses | \$ 17,071 | \$ 42,571 | \$ 168,990 |
| Excess of Revenue Over Expenses | \$ 9,044 | \$ 469 | \$ 11,110 |

Profit & Loss

Creative Station Budget

Fiscal Year July 1, 20XX to June 30, 20XX

Cash Basis

Revenue

| | | |
|------------------------------------|----|---------|
| Grants | \$ | 67,000 |
| Contractual Services | | 60,000 |
| Fees for Service | | 18,600 |
| Creative Station Publication Sales | | 9,100 |
| Charitable Contributions | | 9,300 |
| Fund Raising Events | | 8,500 |
| Sponsors | | 7,500 |
| Investment Income | | 100 |
| Total Revenue | \$ | 180,100 |

Expenses

| | | |
|---------------------------------|----|---------|
| Personnel | | |
| Wages | \$ | 121,000 |
| Payroll Taxes | | 13,310 |
| Administrative | | |
| Utilities | | 2,665 |
| Accounting | | 1,400 |
| Repairs and Maintenance | | 4,250 |
| Telephone & Internet | | 825 |
| Insurance | | 1,935 |
| Mortgage Interest | | 1,380 |
| Office Supplies | | 440 |
| Miscellaneous | | 210 |
| Direct Program Expenses | | |
| Art Supplies | | 11,770 |
| Travel / Student Trips | | 1,300 |
| Educational Publications | | 200 |
| Instructor Training Materials | | 425 |
| Software | | 1,325 |
| Educational Conferences | | 640 |
| Supplies | | 350 |
| Staff Travel | | 550 |
| Dues & Registrations | | 430 |
| Publications / Products | | |
| Publications for sale | | 4,200 |
| Fundraising | | |
| Travel | | 275 |
| Miscellaneous | | 110 |
| Total Expenses | \$ | 168,990 |
| Excess of Revenue Over Expenses | \$ | 11,110 |

Organizational Budget

Cash Flow

- Mix and timing of cash receipts into and cash payments out of your accounts

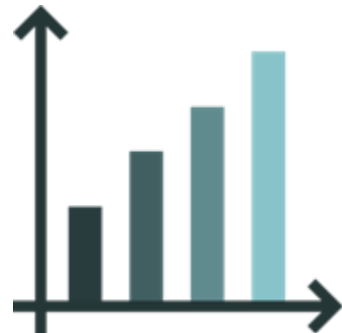


Priorities & Perspectives

- Board member
- Managing staff member
- Donors
- Foundation funders

Dashboard for Board Oversight

Visually summarizes key information to support the board in monitoring and making decisions about your organization's financial health



| | | |
|-----|--|--|
| | | |
| XYZ | | |
| ZYX | | |

Monitoring Key Financial Indicators

- What are your current sources of income?
- What are your largest expenses?
- Do your liabilities exceed your assets?
- How much is in your reserve fund, and under what circumstances can it be used?
- Is any of your money restricted by the foundation or person that gave it?
- Are there any significant revenue or expense items that weren't budgeted?
- What is your biggest financial risk?

Common Pitfalls

- Unpredictability of revenue streams
- Lack of reserves
- Restrictions on funding
- Over-reliance on one or two sources
- Misperceptions around sustainability

Financial Controls



Policies

Gift Acceptance

- Directions and instructions regarding accepting contributions of various kinds

Conflict of Interest

- Requires board members to disclose relationships, affiliations, and situations that may involve financial interests concerning self-dealing.

Expense Reimbursement

- Plan and documentation instructions regarding how you'll reimburse expenses

Common Forms of Fraud

On the Expense Cycle

- Debit and credit card abuse
- Writing unauthorized checks
- Duplicate payroll
- Reimbursement abuse
- False invoicing

On the Revenue Cycle

- Skimming cash
- Depositing checks in different account
- Setting up unauthorized accounts

Fighting Fraud

Prevent

- Policies, guidelines, and expectations
- Budget, set authorization limits, separate duties, require bids

Detect

- Reconcile accounts, monitor budgets, perform audit

Correct

- Act on audit recommendations, correct mistakes, maintain accountability, improve systems

Segregation of Duties

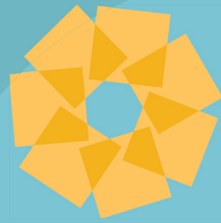
No single person should be allowed to complete a financial transaction (accounts receivable or payable) by themselves.

| Bookkeeper | Executive Director | Treasurer |
|-------------------------------------|------------------------------------|----------------------------------|
| Print checks | Sign and mail checks | Review canceled checks |
| Process payroll | Review and submit payroll | Monitor payroll budget to actual |
| Process vendor invoices for payment | Review and approve vendor invoices | Review bank statements |



▶ Questions?

COMPANION TO NAO'S BOARD BRIGHT



THE NONPROFIT
ASSOCIATION OF
OREGON

Connect. Improve. Advance.

BOARD MANAGEMENT

EXERCISES, TOOLS AND SELF-ASSESSMENTS

NONPROFIT ASSOCIATION OF OREGON
WORKBOOK SERIES

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Hello from all of us at the Nonprofit Association of Oregon!

The nonprofit board of directors is an integral part of the success of any charitable nonprofit organization and is one of the only organizational structures in a nonprofit that have specific requirements under federal and state law. This workbook is designed to develop, enhance, and refine the management of your nonprofit organization's board of directors. You'll find ten exercises and two icebreakers that provide practical tools and assessments that your board can use to, not only strengthen the important work you do, but also strengthen relationships as you work through the workbook as a team.

BOARD MANAGEMENT

EXERCISES, TOOLS AND SELF-ASSESSMENTS

Getting Started

1. This workbook can be thought of as a “project” of your board. This project will sharpen the tools of your board team and build greater capacity for success in the future. Decide who will take the lead on the project to make sure that there's accountability, the information is compiled, and next steps are clearly shared with relevant board members.
2. Build some time into your board agenda to decide how many and which exercises the board wants to tackle first — you might consider reviewing the list of exercises and deciding which ones you want to tackle during the work year, ahead of beginning the workbook.
3. Decide when board members will complete the exercises; at the beginning of a board meeting, or at the end? Is this a take-home exercise? Make sure arrangements are made for getting the exercises back so the lead can compile results and share out.
4. Most importantly — make it fun and interesting! After all, your organization has important work to do and this will help create a stable and vital organization for years to come.

We encourage you to reach out to us if you have any questions or comments. Thank you for all you do to make your organizations and Oregon's communities thrive!

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Board Management Workbook

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Understanding Your Bylaws

Purpose

Your organization's bylaws are the primary document that describes how the board operates. There are certain elements required by law that need to be included in your bylaws. It is essential that everyone on the board not only understand the bylaws, but that the board also takes the time to review the bylaws on a regular basis to ensure they reflect the way the board is operating. You may need to either update your bylaws or change your procedures to be in compliance with them.

Important: Much of ORS-65 is structured to defer to the organization's bylaws, thereby making your bylaws legally binding. That means not following your bylaws for certain practices can literally mean you are breaking the law in Oregon!

Instructions

Make sure all board members have a copy of the bylaws. Take time at a board meeting to have all board members answer the questions individually. Have someone compile the answers to share at the next board meeting.

Follow-up

Make sure that any questions are clarified regarding your bylaws and remember that some board members may be unfamiliar with certain aspects of your bylaws. Additionally, your bylaws may not contain all of the information and documents mentioned below and it may be helpful to name an ad-hoc committee to write up suggested changes for approval by the full board. A copy of NAO's bylaws can be found on our website and may provide a helpful reference. View NAO's bylaws at www.nonprofitoregon.org/about/governance.

Before you begin...

- Do you know where to find your bylaws? Did you have a copy before this exercise?
- Are the bylaws signed? When were they last reviewed by the board? When were they last updated?

Check whether or not the following REQUIRED SECTIONS for bylaws are outlined in yours and jot down what the bylaws mention.

Board Members and Officers

Election of board members: Yes No

Notes:

Election of officers: Yes No

Notes:

Duties of the officers: Yes No

Notes:

Process for removing board members: Yes No

Notes:

Board member terms and renewals: Yes No

Notes:

For membership organizations – Specifics about membership: Yes No

Notes:

Meeting and Notice

Number and frequency of meetings: Yes No

Notes:

Notice requirements: Yes No

Notes:

Specifics for special meetings (such as annual meetings): Yes No

Notes:

Quorum and Voting

How many votes for a valid decision: Yes No

Notes:

How many 'yes' votes for an issue to pass: Yes No

Notes:



Rules about voting by other means, such as email: Yes No

Notes:

For membership organizations – Rules for member voting: Yes No

Notes:

Board Management

Statement of purpose: Yes No

Notes:

How to amend your bylaws: Yes No

Notes:

Rules about committees: Yes No

Notes:

How the organization will hire staff: Yes No

Notes:

Are there sections that you do not understand?

Are there provisions that need to be updated?

Are there aspects the board is not following? Have these been brought to the President's attention?



Mission Statement Review

Purpose

The organizational mission is the most important governing statement under the board's responsibility. Your mission statement describes your organization's purpose and communicates its impact, but it is also an important tool for your board of directors. The board must ensure that the work of the organization aligns with the purpose specified in the mission statement and use the mission statement to provide a framework for making strategic decisions.

A mission statement should be broad enough that an organization can respond to new opportunities and changing environments, but narrow enough to clearly let people know what the organization is about.

Instructions

Distribute a copy of this handout to each board member as homework. Ask the board to thoughtfully answer the questions and come prepared to discuss at the next board meeting.

Follow-up

If necessary, identify recommendations for change and assign to a committee for follow-up. For fun, present the best mission haikus and drawings.

Answer the questions below to the best of your abilities. Your answers will be compiled for a discussion at the next board meeting.

Section 1 - Your organization's fundamental purpose. Answer in less than 10 words.

1. Why does your organization exist?
2. What type of service do you offer to the community?
3. What are your major programs?
4. Where do you work? (Geographic designation)



Section 2 - Your current mission statement. The mission of an organization should be revisited regularly to be sure it accurately reflects the work of the organization.

Without looking at your current mission statement, write the mission of your organization as you understand it.

Read the actual mission statement. How well does it capture the essential nature of the organization?
Is it succinct and memorable?

How well does the mission answer the following questions:

Who we are: Very Well Somewhat Not Well

To whom our work is directed: Very Well Somewhat Not Well

Where we engage: Very Well Somewhat Not Well

Our impact: Very Well Somewhat Not Well

Does the mission try to cover anything else? If so, what? Could these elements be included elsewhere, such as the vision or values statement?

Section 3 - Revising your mission statement. When a mission is memorable, it is short, easy to remember and sticks in the mind of the reader.

In your own words, rewrite the mission statement in one or two sentences.

Just for fun, can you haiku or draw your mission? (Haiku format: 1st line five syllables, 2nd line seven syllables, 3rd line five syllables)

Example:

Arts communities

Building a vibrant city

Together we stand



Right Sizing Your Board of Directors

ORS Chapter 65 (which governs the nonprofit corporations in Oregon) requires that public benefit corporations must have at least three board members, with the specific number (or range) to be stated in an organization's bylaws.

Purpose

Right sizing your board of directors is going to look different for each organization; there is no exact size that works for all. The ideal number for your organization should take into account factors such as the capacity needed to manage the responsibilities of the board, and the board's ability to reflect a diversity of perspectives, experiences, and backgrounds.

Instructions

Begin considering your organization's ideal board size by assessing your current board size. This exercise would ideally be performed prior to your annual recruitment process and before your organization submits its annual reports.

Follow-up

If it is determined that your right size is different than that stated in your bylaws, a bylaws revision will be required. The process for amending bylaws varies depending on your organizational structure and factors such as whether or not you have voting members. Check your bylaws for guidelines and consider consulting a nonprofit attorney.

Before you begin...

- What is your current board size?
- What do your bylaws currently require regarding board size?

Assessing Your Current Board Size

Reflect on and respond to the prompting questions below. Then use your responses to help you determine whether your board should consider resizing.

1. What role does your board play in the organization?

Visionary/Not involved
in operations

Working/
Doubles as staff



2. **Is the board able to fulfill its obligations with the number of directors you have now?**

Yes/More than
enough capacity

No/Current board
overextended

3. **Are the perspectives, experiences, and backgrounds of your community reflected in your current board?**

Yes/Relevant voices
are represented

No/There are
voices missing

4. **Is the collective network of your board sufficient in supporting fundraising and outreach efforts?**

Yes/Access to stakeholders
is made possible

No/Access to stakeholders
is not present

5. **Do you have enough board members to support an active and efficient committee structure?**

Yes/Effective
committees

No/Overburdened
committees

6. **Does your board include the skills and expertise needed to function and govern well?**

Yes/Abundance of skills
and expertise

No/Tangible lack of
skills and expertise

7. **Would your board remain in compliance if two board members suddenly joined your board?**

No/Too many

Yes/There are vacancies

8. **Would your board remain in compliance if two board members suddenly left your board?**

Yes/Still plenty

No/Too few



Review where your responses tend to fall on the spectrum. If more than half of your responses fall to further to the right side of the spectrum, you might consider increasing your board size or ensuring you have the right voices represented—it's likely that you don't currently have enough or the right capacity to perform well. If more than half of your responses fall on the left side of the spectrum and your board isn't performing as well as it should in its current formulation, you need to dig deeper into what isn't working well.

I think our board size should: Increase Decrease Stay the same

What factors related to the board's workload, culture, and communication suggest this?

Creating Board Member Job Descriptions or Agreements

Purpose

Providing prospective board members with “job descriptions” or an agreement document helps your organization to enlist members who align well with your mission, aids board members in understanding their role in the organization’s strategic management, and clearly outlines expectations of the commitment necessary to serve. In some cases, it’s important to refer back to these job descriptions or agreements to dismiss board members who cannot discharge their board responsibilities. Therefore, the board member job description or board agreements should be signed and dated, a copy kept in each board members’ notebook, and another copy kept in the official records of the organization.

It may be the case in your nonprofit that only the officers and committee chairs have formal job descriptions and all other board members fall into a general job description or sign a board agreement. Samples of each can be found in the appendix.

Instructions

Distribute a copy of this handout to each individual at your next board meeting. Take some time and ask everyone to thoughtfully answer the questions. After the meeting, compile and summarize the answers for review at the following meeting and review the templates provided in this section.

Follow-up

Use the compiled answers from this exercise and the template found in the appendix to create a draft of your board member job description or board agreement. When complete, the draft should be presented at a board meeting for comment and final adoption. At that point, everyone can sign and date their job description and keep them for future reference.

| Prompt Questions | Your Responses |
|---|----------------|
| What is the position and title? | |
| What authority does the board position have? | |
| What governance and oversight duties are board members responsible for? | |

| Prompt Questions | Your Responses |
|---|----------------|
| What fundraising and financial duties are board members responsible for? | |
| What duties are specific to this position? | |
| How long is the term of this position? Under which circumstances can it be terminated? | |
| What is a realistic estimate of the time commitment required of this board position? | |
| What financial contributions are expected of board members at your organization? | |
| What preferred qualifications and skills would the ideal board member in this position possess? | |
| What benefits might board members in this position expect to receive? | |

List any other aspects of the job description not listed above:



New Board Member Cultivation Plan

Purpose

This exercise will help shift your conversations about recruiting new board members from a “who do we know” conversation to a strategic and ongoing board cultivation and recruitment process.

Instructions

Part One: Make a copy for each board member, take some time at your next board meeting and ask each person to complete it. Assign someone to collect and compile the answers.

Part Two: Use part two to create a list of potential board members from your current stakeholders, volunteers, donors and others you have (or would like to have) relationships with. Use the results to make a list of the qualities you need in new board members as well as people you could invite to step up more meaningfully into leadership, including board service.

Important: Your goals to bring in historically marginalized voices to your board should be chartered through your diversity and equity plan. Do not put individuals personal lived experience attributes into this type of “matrix.” That results in tokenization and is the complete opposite approach to reaching your diversity goals. (For more on how to think about board diversity, see the NAO Equity and Inclusion Lens Guide.)

Follow-up

Develop a strategy for selecting and inviting people identified through this process to increase their involvement with the organization.

Tips for creating your board cultivation and recruitment plan



Relationships to cultivate in the short-term (for an upcoming election). Consider current volunteers or donors that know your work well and ask, “Who from this list might be willing to serve that we could ask? Who brings the skills we are missing on to the board?”

Relationships to cultivate in the medium to long term (for board service starting after the next election). Select people from your list who you want to engage with in order to build or strengthen their relationship with your organization. Build rapport and cultivate that relationship. Do NOT start by asking them to serve on the board, or even on a committee, unless they are already engaged in other ways.

Part 1: New Board Member Cultivation Plan

| Our Board's Work List short and mid-term goals, projects, and strategic objectives. | Potential Barriers Outline factors that will make success in this work challenging. | Skills Needed Consider what board member skills would be helpful in achieving success in this work. | Existing or Needed Identify whether helpful skills are existing on your current board or needed. |
|---|---|---|--|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| 9. | | | |
| 10. | | | |

Notes:

Part 2: New Board Member Cultivation Plan

| Skills to Target List skills you identified as helpful in achieving success. | Relationships to Cultivate List potential community members that may have the desired skills. (Think about how well you know them and they know you.) | Contact Person Who would be the best person on your board to reach out to this individual? | Follow-Up Status or outcome of outreach, or next step. |
|--|---|--|--|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| 9.. | | | |
| 10. | | | |

Notes:



Welcoming New Board Members: Planning for Orientation

Purpose

A proper new board member orientation not only prepares your directors to begin contributing as soon as their first meeting, but makes them feel welcomed and appreciated. This onboarding process is also their first introduction to your board’s culture and expectations—setting them up for success starts here.

Instructions

Consider what should be included on the agenda, the materials and resources you need to gather, and which organizational representative that can best accomplish the task. Use the blank spaces for additional agenda items.

Follow-up

Don’t forget to update board contact lists and include new board members in your board correspondence to ensure they get all pertinent information and announcements. Also update any place that your board list appears, such as your website or letterhead.

Make sure to provide ample time for introductions and team building at the new board member’s first meeting. Consider an icebreaker from this workbook.

Tips for a successful orientation process



Schedule a site visit and tour of your facilities or office. Consider asking a staff member to provide additional information about programs and services, and talk about what a typical day looks like for them. Bonus points for including a beneficiary who can speak to the positive contributions your organization makes in the community.

Additionally, the board is responsible for their own continued education and development. Identifying and encouraging training opportunities for new board members can be a valuable addition to their orientation process. It may also be a good opportunity for the whole board to brush up on their skills and get everyone on the same page.

New Board Member Orientation Worksheet

| Who Should Attend? | | |
|--|-----------------------|----------------------------|
| Proposed Date, Time, and Location | | |
| Agenda Items | Materials & Resources | Responsible Representative |
| Governance and Organizational Structure | | |
| Organizational History | | |
| Mission, Vision & Values | | |
| Program Overview | | |
| Organizational Chart | | |
| | | |
| | | |
| Board of Directors | | |
| Roles & Responsibilities of the Board | | |
| Board Notebook Review | | |
| Time of Next Meeting & Agenda | | |
| Committees & Their Assignment | | |
| | | |
| | | |
| Fundraising and Finance | | |
| Financial Documentation & Current Position | | |
| Fundraising Overview & Strategies | | |
| | | |
| | | |



Developing New Board Member Notebook

Purpose

It's important for board members to have easy access to the tools and resources they need to do their jobs well. A board notebook is useful in orienting new members and in keeping them organized throughout their service.

Instructions

Your board notebook should be tailored depending on the scope of your organization and the nature of your work. Use the worksheet below to identify documents and policies your organization's notebook should include. Check the boxes once you've located a copy of each item. Use the blank spaces to fill in details or add notes, if applicable.

Follow-up

After you've outlined your table of contents, work to locate each item, and file them in one location for future use before you organize them into notebooks for each board member. Be sure to provide each new board member with their own copy as they join the board.

Tips for creating your board notebook

Your board notebook may best serve your members in hard copy format as a three-ring binder. Alternatively, you may wish to use an electronic version, so long as all board members can easily access the information when they need it.



When including items like recent meeting minutes and financial statements, the last two or three months should be sufficient unless a board member specifically requests additional months.

For new board members, a welcome letter from the board chair and executive director would be a nice touch.

Remember that the board notebook will best serve your board members as a resource when it is current, complete, and easily accessible. Be sure to add new, relevant information as it becomes available.

Foundational & Governance Documents

- Articles of Incorporation:
- IRS Determination Letter:
- Bylaws:
- Board Resolutions:
- Board Adopted Policies:
- Mission, Vision, and Values Statements:
- Strategic Plan(s):
- Last Year's 990 Form:
- Last Year's CT-12 Form:
- A Guide to Nonprofit Board Service in Oregon (*free booklet from the Oregon Department of Justice*):
- Other:

Board of Directors

- Board Contact List:
- Board Biographies and Affiliations:
- Board Commitment Form/Contract:
- Terms of Current Board Members:
- Board Member Job Description:
- Calendar of Board Meetings:
- Recent Board Meeting Minutes:
- Other:

Committees

- List of Committees and Charters:
- Committee Agendas:
- Recent Committee Meeting Minutes:
- Committee Work Plans:
- Other:



Finance & Fundraising

- Annual Budget:
- Recent Financial Statements:
- Audited Financials:
- Program Budgets:
- Signing Authorities:
- Fundraising Plan:
- Recent Fundraising Reports:
- Registration for Solicitation:
- Other:

Other Helpful Resources

- Organization History and Accomplishments:
- Staff Contact List:
- Organizational Chart:
- List of Current Programs and Summaries:
- Major Stakeholders and Contact Information:
- Licenses and Permits:
- Promotional Materials for Organization and Programs:
- Other:



Planning for Effective Meetings

Purpose

Effective board meetings bring the directors of your organization together to strategize and advance your mission through action planning, but ineffective meetings can lead to board member apathy and attrition. Developing a clear plan for meetings and follow-up after meetings will ensure directors feel their time and work is valued.

Instructions

Use this worksheet to begin outlining the essential elements and develop an agenda that will ensure your next board meeting is effective and efficient. Once your agenda is developed, be sure to send it and any materials relevant to decision-making along to the full board ahead of the board meeting so that they have time to review.

Follow-up

Once you've completed the agenda and held the meeting, send out relevant action items and timelines assigned to board members to encourage accountability and efficiency. The Board Meeting Assessment worksheet on page 21 of this workbook can help you reflect on the efficiency and effectiveness of your meeting.

Part 1: It is important to know the meeting protocols established by your governance documents. Review your bylaws and note any specifics they require. Remember: sections of your bylaws are legally binding in Oregon!

Meeting quorum:

Voting procedures:

Notice:



Part 2: Planning for your next meeting.

| Date | Time | Location |
|------|------|----------|
| | | |

Primary Objectives for This Meeting

- 1.

- 2.

- 3.

Agenda Outline

| Item Description: | Time Allotment: | Associated Materials: |
|-------------------|-----------------|-----------------------|
| 1. | 1. | 1. |
| 2. | 2. | 2. |
| 3. | 3. | 3. |
| 4. | 4. | 4. |
| 5. | 5. | 5. |
| 6. | 6. | 6. |

Meeting Facilitation

Chair:

Minutes:

Follow-up

Next Meeting:

Board Meeting Assessment

Purpose

Most board business is done in meetings and effective meetings don't just happen; they are made. Ensuring your time together is useful, productive, and engaging takes focus and intentional facilitation.

Instructions

Make and distribute a copy of the assessment to each board member at your next board meeting. Take some time and ask the board to thoughtfully answer the questions. After the meeting, compile and summarize the answers for review at the following board meeting.

Follow-up

After reviewing the compiled information from the exercise, identify and discuss themes as a group. Try to identify at least two strengths and two weaknesses/challenges that the board agrees on as a group. Once strengths and weaknesses have been identified, develop group agreements about how you would like to change your meetings to build on your strengths and address the weaknesses.

You may also want to consider starting the practice of creating one to three purpose statements for all of your board meetings. When developing your purpose statements, consider what you hope to accomplish, what discussions need to happen, which decisions need to be made, and what information you need to prepare ahead of time.



Board Meeting Assessment

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|----------------|-------|---------|----------|-------------------|
| Meeting materials are sufficiently thorough and provided at least one week prior to the scheduled meeting date. | | | | | |
| The agendas effectively add clarity and structure to our meetings. | | | | | |
| We have board meeting guidelines and agreements and follow them. | | | | | |
| Board members are prepared ahead of board meetings to discuss and make decisions. | | | | | |
| Meetings are led by an appointed facilitator who keeps us on track. | | | | | |
| All board members actively engage in decision-making discussions. | | | | | |
| All board member voices are heard and given ample time to express their ideas. | | | | | |
| The board makes good progress on strategic goals through productive discussion. | | | | | |
| Committee reports are efficient and effectively communicate the work assigned to them. | | | | | |
| Next steps are outlined and responsible parties are identified at the end of each meeting. | | | | | |
| Our board meetings are effective and a good use of our time. | | | | | |
| Board meetings are frequent enough to ensure effective governance. | | | | | |
| Board meetings are long enough to accomplish the necessary work of the board. | | | | | |

Additional comments about the work and effectiveness of our board:



Effectively Using Committees

Purpose

Generally, committees are started when the business of the board becomes too complex, meetings are too long, and too many people are involved in decision-making without enough information. It's important to remember that while committees help to shoulder work of the board, they do not supplant the decision-making of the board of directors. Other than that, the only hard and fast rule when employing committees is that they must have at least two members.

This exercise will help you help your board to develop a plan and checklist that will guide you to start or strengthen and refine your committee structure.

Instructions

This exercise has the potential to be done in two parts depending on whether the organization has clearly defined the purpose of its committee work. It's also important to review the "Helpful Guidelines for Committees" before completing either section.

If you haven't yet determined the purpose: Start with Part 1 at the first meeting, and move on to Part 2 after the board has reached a consensus about whether to move forward and develop the structure of the committees.

If you have determined the purpose: Start with Part 2.

Distribute a copy of this handout to each board member at your next board meeting. Take some time and ask the board to thoughtfully answer the questions. After the meeting, compile and summarize the answers for review at the following board meeting.

Follow-up

Review the summary of compiled answers from the exercise and determine which purpose suits the organization's needs at this time.

If the board makes the decision to move forward, review names of potential invitees and assign the task of putting together the committees, including developing job descriptions, meeting schedule, etc. Remember that committees should generally do an internal evaluation of their work and effectiveness annually, much as the full board does.



Helpful Guidelines for Committees

Kinds of Committees:

- Standing - may be named in bylaws and are intended to exist in perpetuity
Ex. Executive, Fundraising, Finance
- Ad hoc - formed for a specific task or purpose and dissolved after it is achieved
Ex. Audit, Board Development, Human Resources

Committee Size:

- Must be at least two members
- Is at the discretion of the board
- Depends on the responsibility and size of the full board

Chairperson's Role:

- Sets the tone and maintains the link with the board, gaining board approval for actions
- Reports to full board on committee projects and plans, policies, recommendations, and other committee business
- Assigns work to members, runs meetings, distributes reports/notes
- Initiates committee's annual evaluation



Committee Members:

- Have an interest or specialty in the subject
- Make a serious commitment to participate in committee work
- Should volunteer for and accept assignments and complete them on time
- Stay informed
- Build good working relationships
- Participate in annual evaluation of committee effectiveness

Board's Role with Committees:

- Committees must furnish boards with adequate information that allows the board to review committee actions and recommendations
- Board must devote time and thought to studying committee recommendations
- Board should not rubber stamp decisions

Part 1: Purpose of the Committees

If you haven't yet determined the purpose of your committees, answer the follow questions. You may answer these questions for each committee your organization is interested in developing.

Does your organization have a strategic plan that might guide the need for and work of committees? If yes, consult your strategic plan and consider how that might shape upcoming needs according to goals and strategies. If no, consider these questions ahead of moving to Part 2.

1. What are our short-term goals organizationally?
2. What are our long-term goals organizationally?
3. How might a specific committee support these goals?
4. What challenges do you think this committee will address?
5. Do we have internal capacity among board members for committee engagement?
6. Which other committees might add value to your organization? Why?

Part 2: Structure of the Committees

Answer the questions below as you consider committee structure. Use one sheet for each board committee. Your answers should be compiled for a discussion at the following board meeting.

Name of the committee:

Is this a committee named in your bylaws? If the answer is yes, consult your bylaws for any structure of governance already set before moving forward.

Yes No

Who makes up the committee membership? (Mark one)

Board members only Mix of community and board members

Do you have a charter or other guidance document for this committee that defines its goals, objectives, duties and powers? If no, it's strongly suggested that a document is developed and adopted by the full board.

Yes No



Do you have a job description for the committee members? If no, you may choose to adapt the “Job Descriptions” exercise in this workbook to develop it.

Yes No

Do you have a job description for the committee chair? If no, you may choose to adapt the “Job Descriptions” exercise in this workbook to develop it. A set of templates for board committees is provided in the appendix.

Yes No

Is this an ad hoc or standing committee?

Ad Hoc Standing

How often should the group meet?

Monthly Quarterly Yearly Other:

Should the committee report formally to the:

Executive Committee Full Board Both

How often should the committee report to the full board?

What skills, knowledge and connections are you looking for in the ideal committee member?

List the names of three individuals you would like to see on the committee and what they would bring to the group:

-
-
-

List any ideas you have for planning to reach out to prospective committee members. It may be helpful to reflect back on the “New Board Member Cultivation” exercise in this workbook as you develop ideas.



Ice Breaker:

River of Life

Purpose

Getting people moving and talking before the meeting starts will get the blood flowing and make for more companionable discussions and creative problem solving. This exercise helps everyone understand the organization's history, that challenges have and can be overcome, and the need to adapt to changes.

Instructions

Before the meeting starts place three flip chart sheets end to end horizontally and connecting on a wall. With a blue marker, draw a very wide river across all the sheets.

Explain to the group that the river represents the life of the organization from the beginning to today.

Make sure everyone has a marker or felt pen. As a group, decide and then draw:

- Where the headwaters are
- Where the rough passages of the organization were in the form of rapids
- Where the calm river waters are when the organization was flowing peacefully
- Where new streams are feeding the river and what those streams are
- Where old streams may have dried up
- Where the boulders are that diverted or changed the river
- Anything else that would be applicable and appropriate

Give the group 10 minutes and then start the discussion by asking:

- Who did the drawings in the group?
- Who remembered what happened when?
- How did the organization get to this place that is reflected in the river?
- Is there anything that wasn't added that should be?

Follow-up

Either keep the river for reference and reminders in the future or have someone draw a smaller version for board member's notebooks that can be referred to and added to as decisions are made and changes occur.



Ice Breaker:

Shipshape

Purpose

The purpose of this exercise is to have board members consider how they work together to provide clear direction for the organization and to ensure individuals understand their role in the success of the organization. It may be helpful to have done the River of Life activity prior to this one.

Instructions

This activity can be done independently or as part of a full group exercise. If done independently, responses to the prompts in Part 1 should be debriefed together. If done as a full group, be sure to make space for all voices and to acknowledge the areas where the organization may be struggling. This exercise would lead well into the New Board Member Prospecting and Right Sizing Your Board of Directors activities in this workbook.

Part 1: Reflect and respond to the following questions:

Your Watercraft

Consider the river your organization is navigating. Is that river especially swift moving or more meandering? What kind of obstacles are you likely to encounter? Based on the level of difficulty of your river, what kind of watercraft is needed? How big is it? What shape should it be? Feel free to write or draw your response.

Your Crew

Given the size of your watercraft and the difficulty of the journey ahead of you, what kind of team do you need to crew the vessel? How large should the team be? What kind of skills are needed to keep you moving in the right direction? Take a moment to appreciate your current leadership. Who is acting as navigator? Who is setting the pace? Who is doing a good job keeping the team in sync?

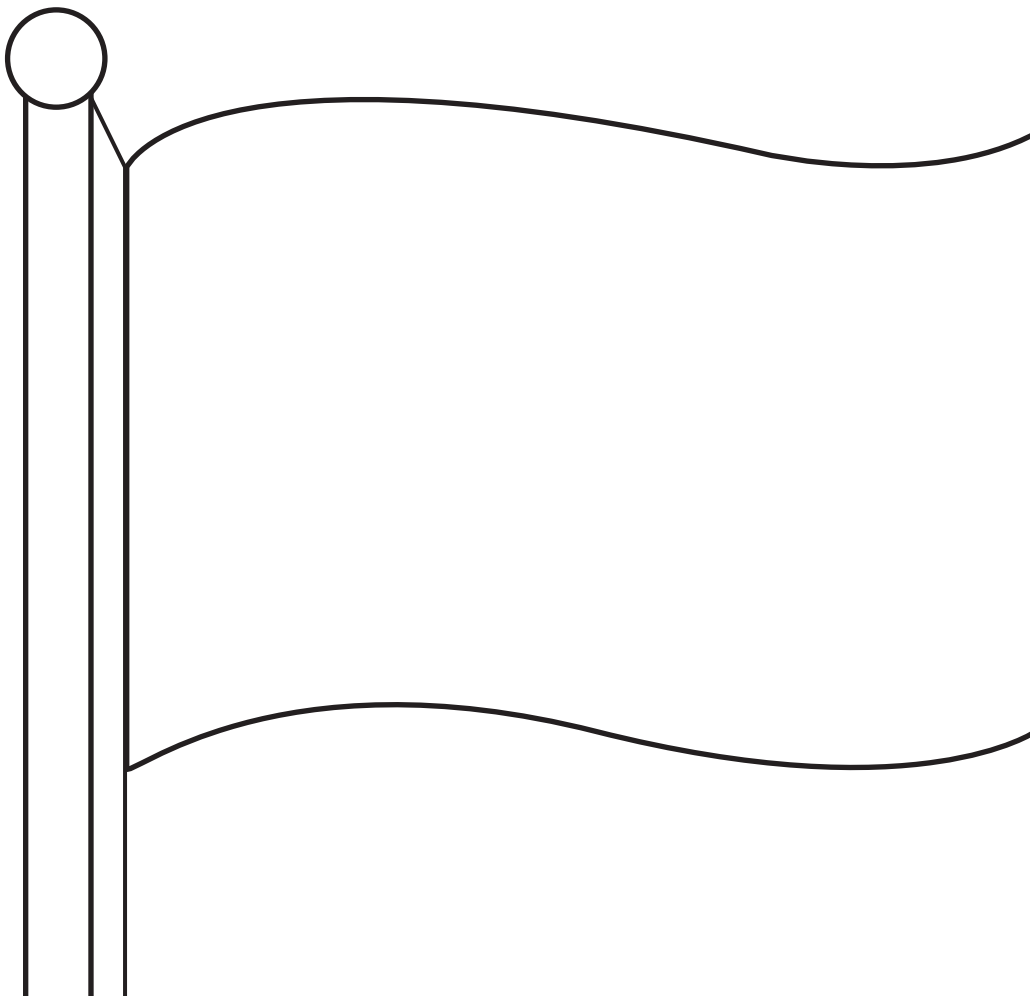


Navigating Together

Consider your current team dynamics. How does your crew negotiate working together? How are decisions about direction made? Do you find that you are more or less moving in harmony or are you often unable to negotiate the obstacles? If your organization is paddling in circles, what do you think is needed to course correct?

Part 2: Your Flag

Your vessel's unique flag tells others you encounter along your journey a bit about who you are, where you come from, and where you're headed. Take a few minutes to draw a unique flag for your organization.





BOARD MANAGEMENT

APPENDIX

Template:

Nonprofit Board Job Description

Position Title: Member of the Board of Directors

Length of Term: Two years (three term limit)

Reports To: Entire Board of Directors

The board of directors is legally and ethically responsible for all activities of the organization. To that end it:

1. Determines how the organization will carry out its mission through long and short-range planning
2. Adopts an annual budget and provides fiscal oversight
3. Recruits, orients, and develops board members
4. Hires and evaluates the performance of the executive director
5. Evaluates its performance and overall performance of the organization in achieving the mission
6. Establishes policies for the effective management of the organization

Responsibilities:

- Understand and promote the organization's mission
- Be familiar with the organization's programs, policies, and operations
- Attend board meetings and appropriate committee meetings
- Actively serve on at least one committee and offer to take on special assignments
- Review agenda and supporting documents prior to meetings
- Make an annual contribution to the organization commensurate with ability
- Participate in fundraising activities and special events
- Keep current on affordable housing issues and developments in program areas
- Strictly adhere to conflict of interest policies
- Strictly adhere to confidentiality policies



Time demands (approximate):

- Attend and actively participate in at least 75% of board meetings (10 monthly board meetings, approx. 2 hours in length, on the 1st Monday of the month, except December)
- Attend and actively participate in committee meetings and related work (1-3 hours per month as determined by the committee)
- Attend and actively participate in the annual planning retreat (1 weekend day)
- Attend and actively participate in the annual meeting (approx. 3-4 hours)
- Attend special events such as fundraisers and ground breaking ceremonies (2 fundraisers per year recommended)
- Attend new board member orientation (approx. 3-4 hours)
- Meet with potential donors/funders to make a case for funding the organization, answer questions, etc. (approx. 4 hours annually)

Financial and resource development expectations:

- Make an annual gift “commensurate or significant according to your circumstance” to the organization (in order to achieve 100% board giving)
- Sell tickets to fundraising events
- Recruit sponsors, as needed
- Identify and cultivate potential donors

Tips for consideration



There should be certain requirements of board service such as attending meetings, giving to the organization, or attending events. Make sure these are clear and understood by all board members, including:

- Attending yearly events or fundraiser
- Making a yearly contribution
- Attending yearly retreat

Template:

Officers of the Board Duties

President or Chair:

The President of the Board of Directors shall oversee the governance of the corporation; shall preside at all meetings of the Board of Directors and Executive Committee; shall appoint the chair of each committee except the Finance Committee and shall appoint each Board member to a committee; shall approve the appointment of any non-Board member to a committee; shall coordinate the Board's employment, supervision, evaluation, and termination of the Executive Director; shall recommend to the full Board for final approval the annual compensation of the Executive Director; shall counsel and advise the Executive Director; and shall see that all orders and resolutions of the Board of Directors are carried into effect. The President shall have any other powers and duties as may be prescribed from time to time by the Board of Directors. The President is an ex-officio member of all committees.

Vice-President or Vice Chair:

In the absence of the President or in the event of their inability or refusal to act, the Vice-President shall perform the duties of the President, and when so acting, shall have all the powers of the President. The Vice President shall perform such other duties as from time to time may be assigned by the President or by the Board of Directors.

Secretary:

The Secretary of the Board of Directors shall have overall responsibility for all record keeping of the Board. Under the direction and supervision of the President of the Board of Directors, the Secretary shall perform, or cause to be performed, the following duties:

1. Official recording of the minutes of all proceedings of regular and special meetings of the Members of this Corporation
2. Official recording of the minutes of all proceedings of the Board of Directors meetings and actions
3. Official recording of the minutes of all proceedings of the Executive Committee meetings and actions; (d) provision for notice of all regular and special meetings of Members of this Corporation and of regular and special meetings of the Board of Directors
4. Review revisions to the Articles of Incorporation as needed
5. Record and vote proxies from Members filed in advance of the Annual Meeting
6. Preside at meetings of the Board of Directors in the absence of the President and Vice-President
7. Retain all records relating to the hiring and performance review and termination of the Executive Director
8. Retain the Board Policy Manual and ensure that it is up to date
9. Any other duties as may be prescribed by the Board of Directors



Treasurer:

The Treasurer of the Board of Directors shall have overall responsibility for all corporate funds. The Treasurer shall perform, or cause to be performed, the following duties:

1. Keeping of full and accurate accounts of all the financial records of the corporation
2. Deposit of all monies and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the Board of Directors
3. Disbursement of all funds when proper to do so
4. Make financial reports as to the financial condition of the corporation to the Board of Directors
5. Any other duties as may be prescribed by the Board of Directors

(Optional Officer Position)

Past President:

The Past President shall ensure a smooth transition to the new President. They shall assist and advise the incoming President with respect to transition of power and generally agreed Board culture and protocols. The Past President is a member of the Executive Committee and will sit on the Finance Committee for one year after serving as the President

Template:

Board Committee Examples

Executive Committee:

The members of the Executive Committee will be the President, the Vice-President, the Secretary, the Treasurer, the Past President, and the chairs of the standing committees. The Executive Committee will have the power to exercise all of the powers of the Board between Board meetings; cause strategic, long-range planning to be done; act as a Personnel Committee and Executive Compensation Committee as needed; and perform other duties as the Board of Directors may prescribe from time to time. Action may be taken by an affirmative vote of a majority of Committee members, provided a quorum is present. Executive Committee actions will be reported in full to the Board of Directors at its next regular meeting.

Board Development and Nominating Committee:

The Board Development and Nominating Committee will nominate new directors to the Board, nominate existing directors for successive terms, nominate officers of the Board, annually assess Board performance and satisfaction, recommend action to address problems identified in the assessment, periodically review these bylaws and recommend amendments as needed, and ensure that future leadership of the Board is identified and cultivated. The Committee will perform other duties as the Board of Directors may prescribe from time to time.

Finance and Audit Committee:

The Finance and Audit Committee will recommend the annual budget to the Board of Directors for its approval, regularly review and assess this Corporation's financial status and report on this Corporation's finances at all regular meetings of the Board and at other times as requested, recommend financial policies to the Board of Directors, review annually this Corporation's IRS Form 990 and recommend its acceptance by the Board and at other times as requested, recommend financial policies to the Board of Directors, hire and oversee the auditor who performs the annual audit, advise the Board on the audit findings and recommendations, and recommend acceptance of the audit by the Board. The Committee will perform other duties as the Board of Directors may prescribe from time to time. The Treasurer will chair the Finance and Audit Committee.



Fundraising Committee:

Partner with the Board Development Committee to assure appropriate articulation of roles and performance expectations in fund development (e.g., for Fund Development Committee, Board, individual board members). Devise and recommend fund development policies to the Board for action, including any limitation policies. Help nurture a culture of philanthropy throughout the organization, and assure that all donors of time and money are respected and honored. Assure that the Board and individual Board members are adequately educated about the best practices in fund development. In coordination with staff: establish the charitable contributions goals for the annual budget; devise the annual fund development plan for action by the Board; and, recommend benchmarks for action by the Board. Review results and evaluate return on investment (ROI) compared to plan. Identify trends and implications and engage the Board in strategic dialogue and decision-making regarding philanthropy and fund development. Help the Board articulate the case for philanthropic support directed at specific audiences. In coordination with staff, carry out specific fund development activities and monitor for performance. Provide personal follow-up to individual Board members to monitor their giving and participation. The Committee will perform other duties as the Board of Directors may prescribe from time to time.

Public Policy Committee:

The Public Policy Committee advises the Board of Directors in setting the public policy goals and objectives of this Corporation and recommending public policy positions on specific issues. The Committee advises and assists staff in selecting appropriate policy issues, lobbying and advocating the organization's positions, and in planning and implementing other activities related to the public policy program and objectives of the organization. The Committee will perform other duties as the Board of Directors may prescribe from time to time.



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