



## **BOARD MANUAL**

### **Non-profit Agency 501 C3**

**A non-profit organization is one that does not seek to generate financial gain for its members. No part of its income is distributed to members, directors, or officers.**

**The fact that an agency is non-profit does not mean that profit is eliminated from all activities of the agency. The incidental acquisition of profits does not destroy its non-profit character if its basic purpose is public benefit and its profits are devoted to that purpose.**

## **THE ROLE OF THE BOARD**

The Board has many responsibilities. In broad outline, these are:

1. To act as trustees of the agency on behalf of its donors and/or funding sources.
2. To determine goals and objectives.
3. To establish policies, other general guidelines and limits for agency operations.
4. To be legally accountable for all aspects of agency operations.
5. To authorize programs sponsored by the agency.
6. To evaluate the results of the agency's operations.

Meetings are held bi-monthly or may be called more often, if needed. The Chairperson of the Board or the Executive Director may call a meeting at anytime as long as all Board Members are notified by letter or phone.

Minutes and agenda for regular Board Meetings will be mailed at least seven (7) days before the meeting.

**MULTI-PURPOSE CAA's standing Committees are:**

Executive Committee  
Nominating Committee  
Financial Committee  
Personnel Committee  
Policy Committee  
By-Laws Committee  
Long Range Planning Committee

Other committees are appointed as needed by Chairperson of the Board.

A committee's overall function is primarily advisory; it still has to make recommendations and in some cases make decisions.

Committee Members meet apart from the entire Board and work on recommendations to the Board in the area assigned to them. The committee reports its findings and conclusions for action by the entire Board. If a committee is effective, and there is mutual respect among members of the Board, then the committees' recommendations will carry considerable weight with the entire Board. Board Members may review and question some aspects of a committee's report; but, in general, recommendations of committees are accepted. Committees thus initiate many of the decisions in a well-functioning Board.

### **EXECUTIVE COMMITTEE**

1. To conduct business of the Board in the interval between Board meetings.
2. To report all actions of the Committee and all unusual circumstances to the next official Board Meeting for final action.
3. Members of the Committee are Chairman of the Board, Vice-Chairman, Secretary, and Treasurer.

### **PERSONNEL COMMITTEE**

1. To oversee all matters pertaining to the condition of and the hiring and firing of all personnel connected with the agency.
2. To take action on all Grievances and Complaints of agency personnel.
3. Help with agency re-organization when needed.

### **BY-LAWS COMMITTEE**

1. Check By-Laws as needed to see if the need to be amended.
2. This will be done at least yearly

### **POLICY COMMITTEE**

1. To formulate plans and policies for the proper and legal operation of the different programs that are overseen by the agency.

### **NOMINATING COMMITTEE**

1. To see that the composition of the Board always meets regulations.
2. To conduct all elections properly and legally.
3. To present a slate of officers for the Board to be elected at each July Board meeting.
4. Present names of Board Members to fill vacancies.

## **FINANCIAL COMMITTEE**

- 1. To actively seek, find, and pursue sources of funds to maintain or expand the operations of the agency and to report all such activities to the Board of Directors.**

## **COMPOSITION**

**Multi-Purpose CAA is mandated by federal law as to the composition of its Board:**

**1/3 are elected public officials or their representatives**

**1/3 are elected low-income persons or their representatives**

**1/3 are community individuals approved by the board**

**The low-income representatives must be elected in a public election every three (3) years. Elections are advertised in local newspapers. The Nominating Committee reviews potential applicants and approves the candidates to be listed on the election ballot. The chosen Board Members serve a three (3) year term and can be re-elected as many times as voted in.**

## **TO BE QUALIFIED PERSONALLY, A CANDIDATE SHOULD:**

- 1. Have convictions about the purpose and functions of the agency. The candidates should believe in the mission of the organization and be willing to add his or her talents to help the organization effectively serve its clients.**
- 2. Be willing to devote time and effort to the agency.**
- 3. Be willing to become knowledgeable of the agency. As a Board Member, the candidate will need to learn a great deal about the functioning of the entire agency and will need to help keep the agency's name in the public eye.**
- 4. Be knowledgeable of the duties and responsibilities of Board Members.**
- 5. Show leadership in the community and be knowledgeable of community issues. Board Members are needed who can provide expertise in such functions as finance, public relations, program planning, fund-raising, and employee relations. In addition, Board Members should be able to represent the agency with community groups such as neighborhood groups, government and the corporate sector.**

## **TERMINATION OF BOARD MEMBER**

**If a Board Member is absent for three (3) consecutive meetings without a reasonable excuse, he will be notified in writing that the Board requires an explanation or a letter of resignation. The Board, at their next scheduled meeting will vote whether to accept the letter of resignation or the explanation. In case of vacancy on the Board, the Nominating Committee will choose a person to complete the term.**

## **RESIGNATION OF BOARD MEMBER**

**If a Board Member wishes to resign, he or she will write a letter to the Chairman of the Board. The Board will act on the letter at the next scheduled Board Meeting and will seek application for a new Board Member to serve out his or her term. If this is a low-income representative, an election will be held.**

## **REASON FOR BEING A BOARD MEMBER**

- 1. To serve society in a special way.**
- 2. To seek meaningful satisfaction and achievement outside of the individual's job or home life**
- 3. To solve community problems and improve community life**
- 4. To continue a family tradition of Board Membership with a cause and participation in a community cause**

# MULTI-PURPOSE COMMUNITY ACTION AGENCY, INC.

## BOARD MEMBER JOB DESCRIPTION

**POSITION TITLE:** Agency Board Member

**UNIT ORGANIZATION:** Governing Body

**PURPOSE OF POSITION:** The Board is legally and morally responsible for all activities of the agency. The Board is solely responsible for determining agency policy, approving the annual budget and determining the goals of the agency.

### **DUTIES:**

? **Policy Administration:** Establishes and/or continues the legal or corporate existence of the agency. Ensures that agency meets legal requirements for the conduct of the agency business and affairs. Responsible for adopting by-laws and ensuring that the agency operates within them. Acts on proposed revisions to the by-laws. Adopts policies which determines the purpose, governing principals, functions, and activities and courses of action of the agency. Assumes ultimate responsibility for internal policies, which govern the agency.

? **Evaluation:** Regularly evaluates and reviews the agency's operations and maintains standards of performance. Monitors the activities of the agency, including: reviewing reports of appropriate committees; confirming, modifying, or rejecting proposals; counseling and providing good judgment on plans of committees or the Executive, and considering, debating, and deciding issues.

? **Public and Community Relations:** Gives sponsorship and prestige to the agency and inspires confidence in its services. Understands and interprets the work of the agency to the community. Relates the services reform and progress in the community as a whole.

? **Personnel:** Selects, employs, and evaluates the Executive Director. Approves policies, which govern the Administration of Personnel. Participates in recruitment, selection and development of Board Members, where primary responsibility for this activity is assigned to a Nominating Committee.

? **Finance:** Approves and monitors the corporate finances of the agency. Creates a financial climate for fulfilling the agency purpose. Sees that sufficient funds are available for the agency to meets its objectives. Authorizes and approves the annual audit. Responsible for all expenditures dealing with the facility, its improvements, or purchase of additional land or buildings (unless a special committee has been designated for this purpose).

**MINIMUM JOB REQUIREMENTS:** A demonstrated interest in the agency's goals and objectives. Specific experience and/or knowledge in at least one element: community needs, administration, finance, personnel, program development, evaluation, public relations or communication.



**Representative of some aspect or segment of the population in the community.**

**Available time.**

**These two considerations, the specific needs of Board and representatives, affect the actions of the Nominating Committees as they work to identify who can satisfy these needs. Once they have been found, the committee starts the selection process, which finally leads to specific recommendations.**

### **SELECTION OF BOARD MEMBERS**

**Board Members are usually selected on the basis of recommendations from the Nominating Committee. Sometimes, Nominating Committees will submit to the Board more names than there are openings. At other times, Nominating Committees will submit only as many names as are needed. Backgrounds on the prospective Board Members are always provided.**

**In deciding which individuals to nominate, the committee looks at the personal qualities of the people it has identified as having the needed characteristics.**

**Prior to the new member attending the first Board Meeting, he or she will receive: Copy of the By-Laws, Organizational Chart, Job descriptions of key employees, list of Board Members, and agency brochure.**

**Board training will be given at least every other year.**

**Agency goals for the year will be on Service Reports, and Board Members can look at goals in relation to reports given.**

**The agency has insurance on the Board to cover up to One million dollars per incident.**

**INDIVIDUAL BOARD MEMBERS'**

**RESPONSIBILITY & AUTHORITY**

**AUTHORITY**

None

**RESPONSIBILITY**

**Make every effort to ensure that the agency fulfills its promise to the poor to provide services and promote self-sufficiency.**

**Be informed as to the rules and procedures for Board Meetings.**

**Accept Committee assignments and work in a cooperative manner with other Board Members.**

**Make sure that you have all information that you need before voting on important issues.**

**Know the history and purpose of CAA.**

**Attend all Board Meetings.**

**Advocate the needs of the poor in Board Meetings and in the community.**

**Assist in working out solutions to any problems, which threaten to deadlock the Board and prevent progress.**

**Assist the CAA in locating needed resources, including volunteers.**

**Acts as a channel of communication between the group or institution that you represent and the Board.**

**Bring to the attention of the Board any problems that you are aware of that will result in problems for the agency.**