



# SouthEastern Arizona Community Action Program

GOVERNANCE BOARD ORIENTATION

SEPTEMBER 19, 2018

# Welcome



## Purpose for the Day

- ▶ To provide an orientation for new and existing Board members that will result in a clear understanding of SEACAP programs, services, By-laws and operating structure and procedures.

# Agenda

- ▶ Board Role and Responsibilities
  - SEACAP By Laws
  - Program Policies and Procedures
- ▶ Overview of SEACAP Programs and Services
- ▶ Governance Board Operating Procedures
- ▶ SEACAP Organizational Structure
  - Executive Director Role and Responsibilities
  - Executive Director Evaluation
- ▶ Background Information

# Community Action Programs History

Session Goal: To provide Board members with background and history of community action programs, their purpose and development over the years.

# SEACAP Bylaws



Session Goal: Board members understand their roles and responsibilities as Board members and understand the basics of the SEACAP By-Laws.

# Article II – Board of Directors

Number of Board Seats – 12

Purpose – Full authority and responsibility for the establishment and accomplishment of agency goals, objectives and policies.

Board Responsibility: Examples: Long term planning, financial oversight, hire/evaluate the Executive Director

# Board Composition

- ▶ One-third of the Board must consist of elected public officials
- ▶ Not fewer than one-third must be low-income representatives
- ▶ Remainder must be members or officials of the private groups and interests in the community

Board Responsibility – assist in identifying new Board members, make final appointments

# Other Requirements



- ▶ Public officials serve at the pleasure of their designating officials and as long as the public official is currently holding office.
- ▶ Representatives of the poor and of private organizations may serve up to 3 consecutive years for a maximum of two 2 terms. Tenure restrictions apply to individuals and not to organizations.

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- ▶ Conflict of Interest
  - ▶ Public Access – SEACAPs financial and other records are available to the public.
  - ▶ Alternates – Board members may have alternates

# Duties of the Board of Directors

- ▶ Appointing the Executive Director
- ▶ Determining, subject to CSBG policies, major personnel, organizational, fiscal and program policies.
- ▶ Determining overall program plans and priorities for the agency, include provisions for evaluating progress against performance.

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- ▶ Approving all program proposals and budgets.
  - ▶ Enforcing compliance with all conditions on CSBG grants.
  - ▶ Overseeing the extent and quality of the participation of the poor in the agency's programs.
  - ▶ Selecting the officers and Executive Committee.

# Removal from the Board

- ▶ If he/she has missed three (3) consecutive Board meetings
- ▶ May be removed from office by the affirmative vote of two-thirds (2/3) of the members present at any regular meeting
- ▶ Grounds for removal are:
  - ▶ Nonfeasance, malfeasance or misfeasance
  - ▶ Conduct detrimental to the interests of the Corporation
  - ▶ Lack of sympathy with its objectives
  - ▶ Refusal to render reasonable assistance in carrying out its purposes

# Compensation



- ▶ Travel expenses incurred in attending meetings
- ▶ Regular compensation in the nature of a salary is prohibited.

# Article III – Meetings (p. 7)

- ▶ An annual meeting of this corporation shall be held in the first quarter of the new fiscal year.
- ▶ The confirmation and seating of Directors
- ▶ The officers of the Board shall be selected as provided in Article II – Board of Directors.
- ▶ All meetings shall be open to the public.

# Meetings (Continued)

- ▶ Public Board meetings shall be held quarterly, or in a response to a written request.
- ▶ Special meetings may be called at any time by the President and shall be called by the President upon written request of twenty percent (20%) of the registered (Board) members eligible to vote.
- ▶ All meetings shall be open to the press and public.
- ▶ The quorum requirement for meetings of the governing Board must be at least fifty-one percent (51%) of the total membership of the Board.

# Meetings (Continued)

- ▶ Notice of all regular meetings shall be mailed to each member at least seven (7) days in advance of the meeting.
- ▶ Voting Election – One vote, no proxies, voice vote except when there is more than one nominee, nominations from the floor.
- ▶ Minutes – before the next meeting, available to public upon request, translations in areas where a significant portion of the poverty population does not speak English.

# Article IV - Officers, Executive Committee P. 8

- ▶ The officers of this Corporation shall be a President, Vice President, Secretary/Treasurer (consolidated) and two (2) members at large (to ensure representation from each county).
- ▶ The officers shall be nominated and elected by the Board of Directors from among its members at the annual meeting.

# Duties of the President



The President shall:

- ▶ Preside at all meetings of the Board of Directors.
- ▶ Appoint all committees.
- ▶ Serve as an ex-officio member on all committees.
- ▶ See that an annual report is prepared for presentation to the general membership at the annual meeting.
- ▶ Perform all such other duties as may be assigned to him/her by the Board of Directors.

# Board Member Roles & Responsibilities

## The Role of the Board Member

- ▶ The Board sets policy, establishes policies that outline the Board's parameters for how the organization will operate to accomplish its mission.
  - ▶ Functions as observer, interpreter and evaluator of those policies.
  - ▶ Modifies existing policies and creates new policies as they see the need to keep the organization running well.
- ▶ The Board hires an executive director to manage the organization.
- ▶ The Board plans for the future of the nonprofit and does short-term planning.
- ▶ The Board monitors finance.
- ▶ The Board monitors the executive and evaluates the executive.
- ▶ Board members contribute expertise to the organization.
- ▶ The Board participates in fund raising efforts.

# Board Member Roles & Responsibilities (Cont'd)

## Examples of defining who does what on the Board Team

- ▶ The Board delegates staff management of the executive but the Board controls levels of staffing by approval of the budget
- ▶ The Board hires the auditor to audit the financial records, but the executive seeks bids for the audit and makes recommendations to the Board for their final decision.
- ▶ The Board creates policies for management of finances, but the executive actually invests funds, makes sure the bills are paid and oversees the day-to-day financial situation.
- ▶ The Board approves bids for major purchases, but the executive recommends the bid be accepted and actually makes the purchase.

# Board Member Roles & Responsibilities (Cont'd)

- ▶ The Board is responsible for making long range plan for the organization, but the executive will make recommendations and act as resource through the planning process.
- ▶ The Board approves a budgeted amount for maintenance and staff salaries, but the executive actually determines the maintenance activities that will be carried out and the allocation of money to line staff.
- ▶ The Board approves a budget amount for staff, but the executive determines the level of staffing necessary and what the staff will actually do.

# Governance Board Operating Procedures

Session Goal: Board members have a basic understanding of how to use the operating procedures, their purpose and the key elements of the procedures.

# Policies Pertaining to the Manual – Section I

1.0 Introduction to the Policy Manual

2.0 Authority of the Policy Manual

3.0 Purpose of the Policy Manual

- ▶ Policies help reduce the disparity between overall and specific objectives.
- ▶ Policies aid decision making by limiting the number of alternatives which need to be considered by the organization.
- ▶ Policies are helpful in evaluating alternatives as viewed by application of past policies and thus predicting outcome of new decisions.
- ▶ Policies perpetuate the continuity and stability of management.

# Policies Pertaining to the Manual – Section I (Cont'd)

- ▶ Policies integrate functions and activities and encourage teamwork.
- ▶ Policies promote consistency of management decisions and improve relations.
- ▶ Policies permit executives to handle problems more quickly and with greater freedom.
- ▶ Policies enable executives to fulfill their responsibility by defining constraints in which they must operate.
- ▶ Policies assist in coordinating the best components of an organization and help to insure consistency of action throughout the Agency.
- ▶ Policies support the philosophical base for Agency operations.

# Policies Pertaining to the Manual – Section I (Cont'd)

## 3.2 Intent of the Policy Manual

- ▶ Promote broad and uniform understanding of Agency philosophy
- ▶ Provide Agency Managers at all levels with guides to thinking and actions
- ▶ Provide limits on the range of possible decisions
- ▶ Provide to Agency Managers knowledge of the intentions of the Board of Directors

## 4.0 Review and Dissemination of the Policy Manual

- ▶ Annual Review
- ▶ Amendments to the Policy Manual
- ▶ Dissemination of Policy

# Operating Policies and Procedures of the Board of Directors – Section II – Page 3

- 1.0 Legal Basis for the Board of Directors
- 2.0 Statement of Principles
- 3.0 Conflict of Interest
- 4.0 Conducting Board Meetings
- 5.0 Public Notice
- 6.0 Strategic Planning
- 7.0 Fiduciary Responsibilities
- 8.0 Board Agenda

# Policies Relating to Administration

## Section III – P. 7

### Policies Relating to Administration

1.0 Organizational Chart

2.0 Program Organization

3.0 Role of Advisory Council on  
Management

4.0 Communication with the News Media

5.0 Confidentiality Issues

# Policies Relating to Client Programs and Services Section IV – p. 9

- 1.0 Regional Coordinator's Team Process
- 2.0 Case Management
- 3.0 Screening/Assessment
- 4.0 Client Services

# Policies Relating to Client Rights & Service Delivery Section V – p.11

- 1.0 Policies Relating to Clients Rights
- 2.0 Outreach Policies
- 3.0 Appeals Process on Delivery of Services
- 4.0 American Disabilities Act Grievance Procedures
- 5.0 Policies Relating to Planning and Evaluation
- 6.0 Policies Relating to Volunteer Services
- 7.0 Policies Relating to Research
- 8.0 Plant and Facility Location and Maintenance

# Policies Related to Fiscal Control

## Section VI – p. 17

- 1.0 Fee Policies
- 2.0 Policies Relating To Funding Sources
- 3.0 Policies Relating to the Budget
- 4.0 Policies Relating to Accounting and Audit
- 5.0 Policies Relating to Purchasing Procedures
- 6.0 Policies Relating to Authorization of Signatures
- 7.0 Authority to Borrow or Invest Funds
- 8.0 Fiscal Responsibility
- 9.0 SEACAP Account Structure and Operation

# Policies Relating to Employment

## Section VII – p. 23

- 1.0 SEACAP Personnel Manual
- 2.0 Job Descriptions and Hiring Policy
- 3.0 Equal Opportunity and Affirmative Action Plan
- 4.0 Probationary and Permanent Full-Time Status
- 5.0 Employee Benefits
- 6.0 Personnel Records
- 7.0 Travel
- 8.0 Conflict of Interest
- 9.0 Nepotism

# Overview of SEACAP Programs and Services

Session Goal: Board members understand the purpose of the Programs and Services delivered through SEACAP and their funding sources.

# Overview of SEACAP Programs and Services

## SEACAP Programs and Services

- ▶ Low Income Home Energy Assistance Program (LIHEAP)
- ▶ Weatherization Assistance Program (DOE/LIHEAP WAP/APS WAP/SWG WAP/UNS GAS /UNS ELECTRIC / GCEC/MW&E)
- ▶ Neighbors Helping Neighbors (NHN)
- ▶ Short Term Crisis Services (STCS)

# Overview of SEACAP Programs and Services (Cont'd)

- ▶ Southwest Gas Bill Assistance Program (SWG)
- ▶ Unisource Warm Spirits Gas & Electric (WS-GAS & WS-ELECTRIC)
- ▶ Utility, Repair, Replacement & Deposit Program (URRD)
- ▶ Arizona Public Service Crisis Program (APS-CRISIS)

# SOUTHEASTERN ARIZONA COMMUNITY ACTION PROGRAM, INC. PROGRAMS & SERVICES

Programs to assist low-income families, which are vulnerable to the rising cost of energy, with a one-time assistance on their utility bills:

## UTILITY ASSISTANCE PROGRAMS

LOW INCOME HOME ENERGY ASSISTANCE PROGRAM – LIHEAP  
HOME ENERGY ASSISTANCE PROGRAM – HEAP  
NEIGHBORS HELPING NEIGHBORS – NHN  
ARIZONA PUBLIC SERVICES CRISIS PROGRAM – APS CRISIS PROGRAM  
WARM SPIRITS – ELECTRIC & GAS – WS ELECTRIC & WS GAS  
SOUTHWEST GAS UTILITIES – SWG

Programs to assist low-income households with the prevention of rent eviction, mortgage payments, rental deposits, hotel/motel and utility assistance:

## EVICTION PREVENTION PROGRAMS

SHORT TERM CRISIS SERVICES – STCS

# SOUTHEASTERN ARIZONA COMMUNITY ACTION PROGRAM, INC. PROGRAMS & SERVICES

Program to assist low-income households with deposits for utility services and/or make needy repair/replacements to utility related appliances or systems:

**UTILITY, REPAIR, REPLACEMENT & DEPOSIT PROGRAM - URRD**

Program to assist households increase energy efficiency of dwellings owned or occupied by low-income persons, reduce their residential expenditures and improve their health and safety:

## **WEATHERIZATION PROGRAMS**

LOW INCOME HOME ENERGY ASSISTANCE PROGRAM – **LIHEAP WAP**

DEPARTMENT OF ENERGY - **DOE**

ARIZONA PUBLIC SERVICE - **APS WAP**

SOUTHWEST GAS - **SWG WAP**

UNISOURCE ENERGY - **UNS WAP**

GRAHAM COUNTY ELECTRIC COOP – **G.C.E.C.**

MORENCI WATER & ELECTRIC – **M.W.& E.**

# SEACAP Reports



- ▶ SFY19 Agency Operations Spreadsheet
- ▶ SFY19 Itemized Service Budget (ISB's)
- ▶ Balance Sheet and Statement of Revenues and Expenditures
- ▶ Monthly Budget Analysis

# Roma - What is Roma?

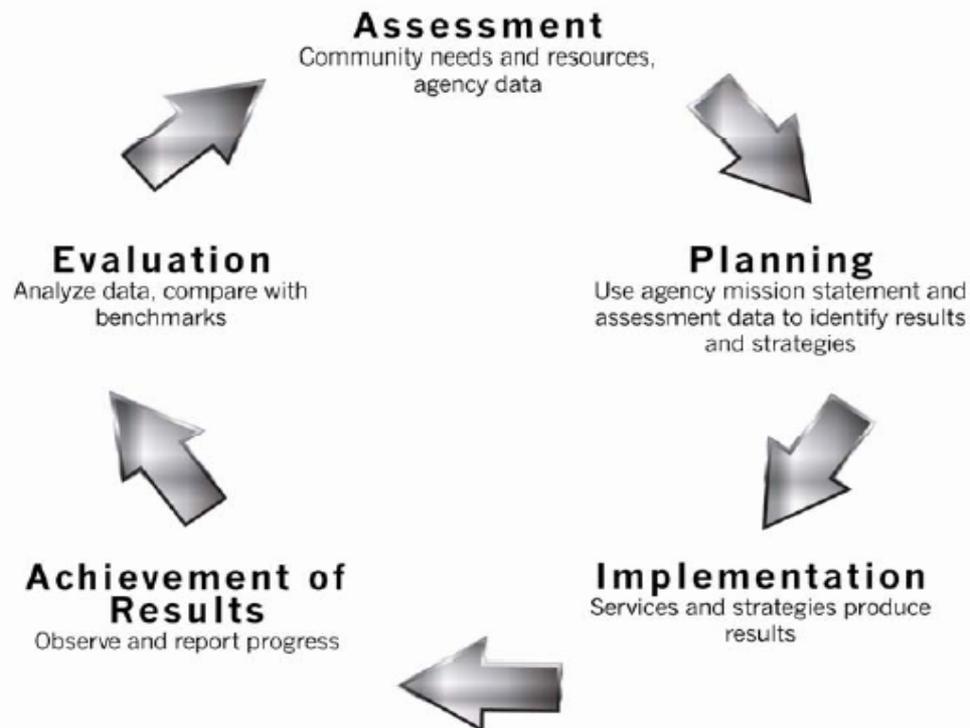
Results Oriented Management and Accountability – a unified measurement and reporting tool for all community action agencies.

1993 Government Performance and Results Act (GPRA)

“The purpose: to improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality, and customer satisfaction...and to help Federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results

## The Results Oriented Management and Accountability Cycle

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# ROMA NEXT GEN Goals



## Goals:

1. Communities where people with low incomes live are healthy and offer economic opportunity.
2. People with low-incomes are engaged and active in building opportunities in communities.
3. Individuals and families with low incomes are stable and achieve economic security.

# Federal Reporting

- ▶ SFY19 Community Services Block Grant (CSBG) Federal Financial Statement
- ▶ SFY19 Community Services Block Grant (CSBG) Demographics Report
- ▶ SFY19 Results Oriented Management Accountability Report (ROMA)

# SEACAP Financial Reporting

- ▶ SFY2018 Agency Audit Financial Report
- ▶ Quarterly monitoring of financial status
- ▶ As a Board Member – what do you want to know on a quarterly basis?

# Organizational Structure and Executive Director Roles and Responsibilities

- ▶ Organizational Chart
- ▶ Executive Director Job Description
- ▶ Executive Director Evaluation

# The Executive's Role on the Team

The executives only job is to help the Board do its job - ... the best elements of both worlds – a Board of governors who represent the best interests of the constituents, and a professional manager who can make the organization run efficiently within the parameters set by the Board.

The Executive is responsible to:

- ▶ Implement the policies of the Board.

# The Executive's Role on the Team (Cont'd)

- ▶ Represent the organization in negotiations, public relations and other public events.
- ▶ Hire, direct, supervise, educate, evaluate and discipline all line staff.
- ▶ Prepare the annual budget for approval by the Board.
- ▶ Manage the finances of the organization.

# The Executive's Role on the Team (Cont'd)

- ▶ Oversee the organization's assets.
- ▶ Plan the annual operations of the organization to fit into the long-range plan.
- ▶ Assist the Board in the governance by informing the Board of the status of the organization and recommending policy direction for the Board.
- ▶ Report to the Board the results of Board actions.
- ▶ Remain current in management techniques and what's going on in the organization.
- ▶ Prepare an annual report of the progress of the organization and submit it to the Board.

# Adjourn

Thank you!