

# ***Introduction to the Board's Role and Responsibilities in an Era of CSBG Organizational Standards and ROMA Next Generation***



Presented by:

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# Board Training Opportunities

## This Week

*You are welcome to attend any session!*

*These are sessions developed with board members in mind...*

### Wednesday

- Introduction to Board Roles and Responsibilities 10:45-12:15
- Developing and Implementing an Outcomes-Based Strategic Plan 2:00-5:00
- Finance for Non-Finance Leaders 2:00-5:00

### Thursday

- Board Development and Engagement 9:15-12:15
- The Board's Role in Financial Oversight 2:00-5:00
- Working with Your Board on Resource Development 2:00-5:00

### Friday

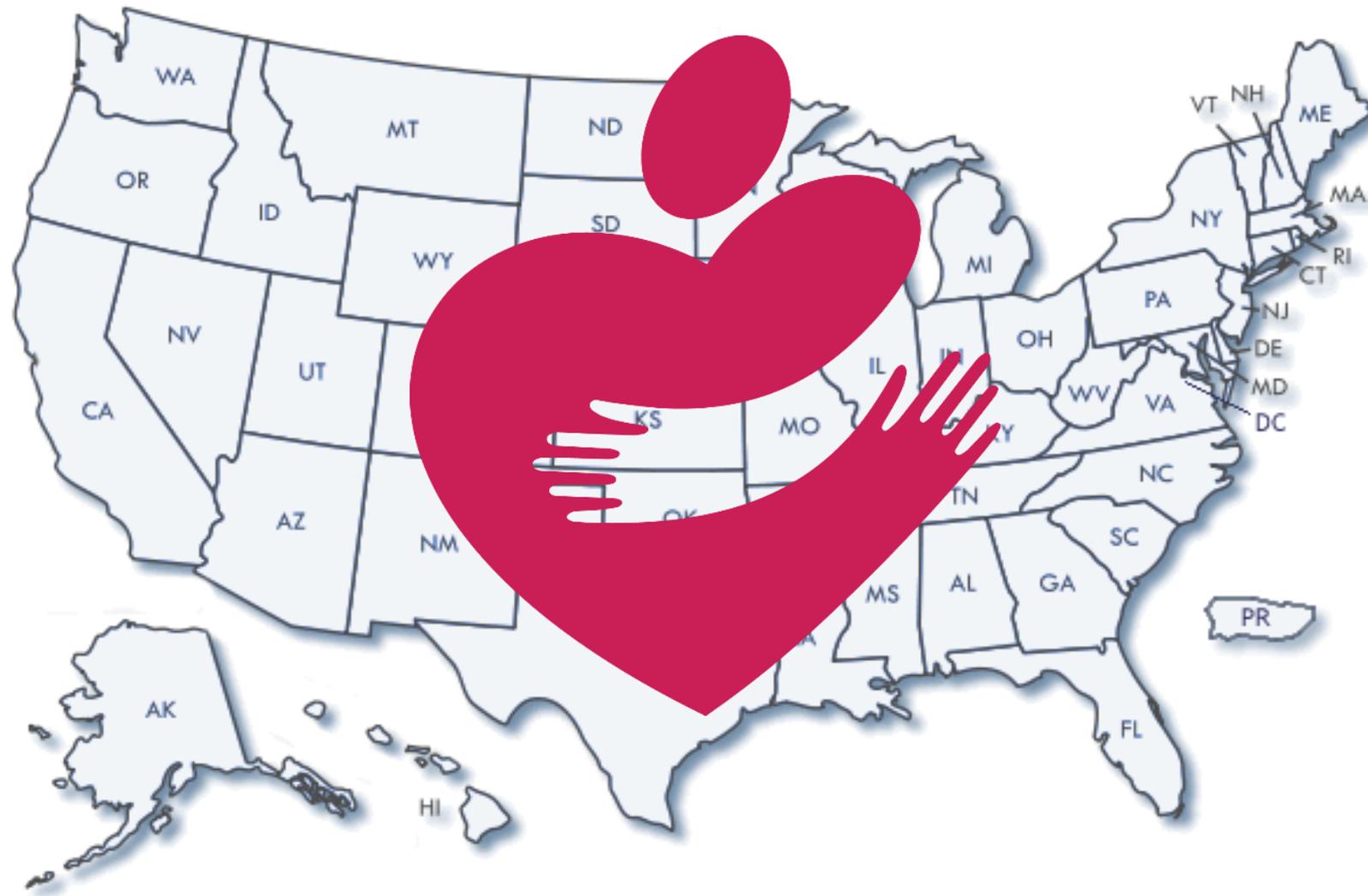
- Top Ten Risks Facing Community Action Agencies 10:00-11:15

# The Promise of Community Action

*Community Action changes people's lives,  
embodies the spirit of hope,  
improves communities, and  
makes America a better place to live.*

*We care about the entire community and  
we are dedicated to helping people  
help themselves and each other.*

# Community Action Network



1000+ Agencies | 44 State Associations | 50+ State CSBG Offices | National Partners

More than 15 million served

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



What can change the world today is  
the same thing that has changed it  
in the past-an idea and the service  
of dedicated, committed individuals  
to that idea.

— *Sargent Strivore* —

AZ QUOTES

# Board Members

- Why do board members serve?
- What do CAAs expect from them?
- What do board members expect from the CAA?
- What do board members give to the CAA?
- What do board members get from board service?

***“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice and discipline.”***

***— Jim Collins***

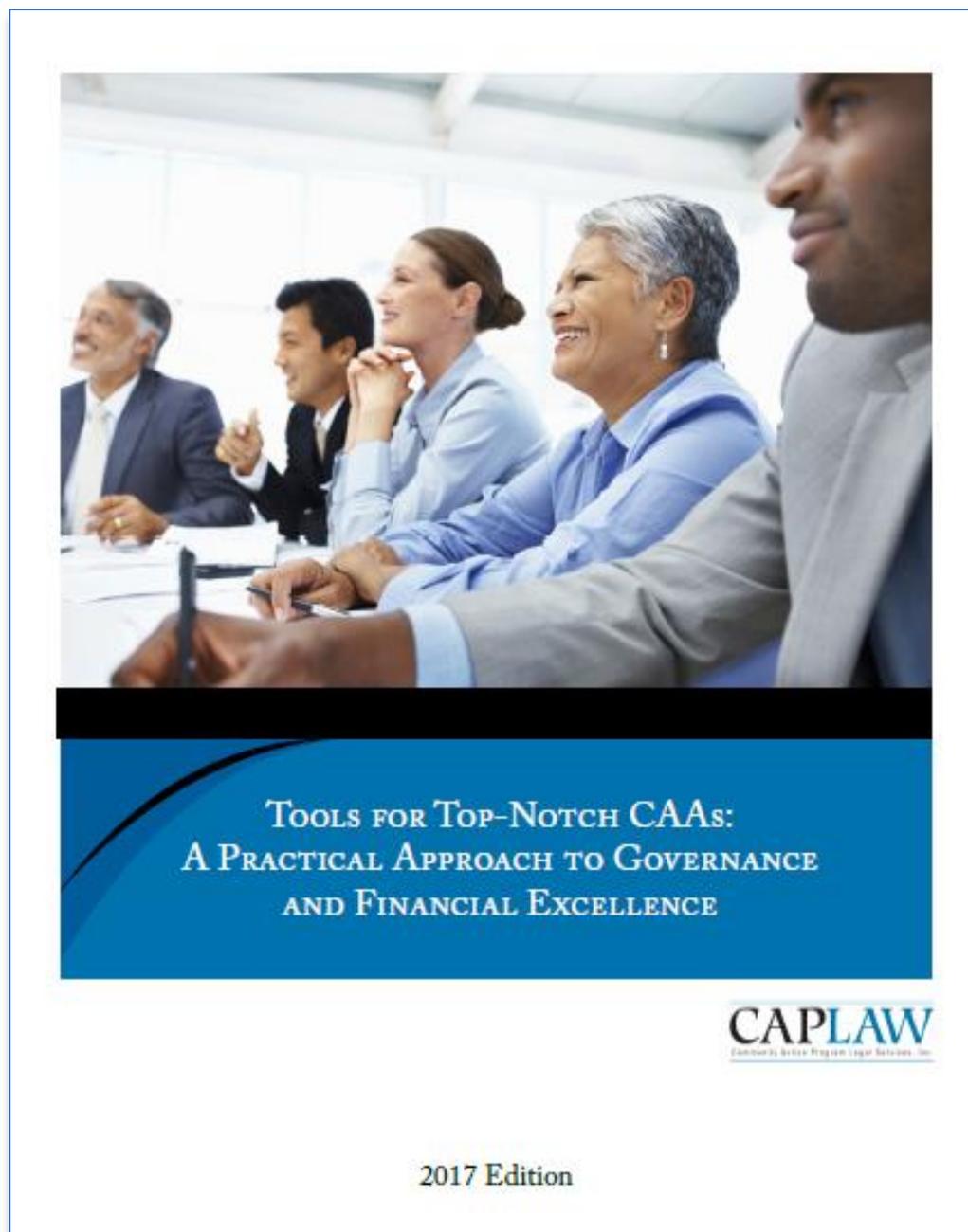
# Mission and Board Service

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

# Board Roles and Responsibilities

- Duties of Care, Loyalty, and Obedience
- Financial Oversight
- Personnel
- Board Development
- Fund Development
- Strategic Planning
- Program Performance
- Advocacy

# Financial Oversight Resource



CAPLAW  
Community Action Program Legal Services, Inc.

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

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# Current Challenges and Expectations

# Current Challenges

- Increased need
- Federal and state budget cuts
- Political environment
- Head Start competition
- Negative publicity
- Heightened funding source expectations

# Current Challenges

- Increased emphasis on:
  - High-performance organizations
  - Directing resources to organizations that can most effectively serve high-need communities
  - Evidence-based practices
  - Accountability
    - Finance and governance
    - *Outcomes-ROMA Next Generation*
    - *CSBG Organizational Standards*

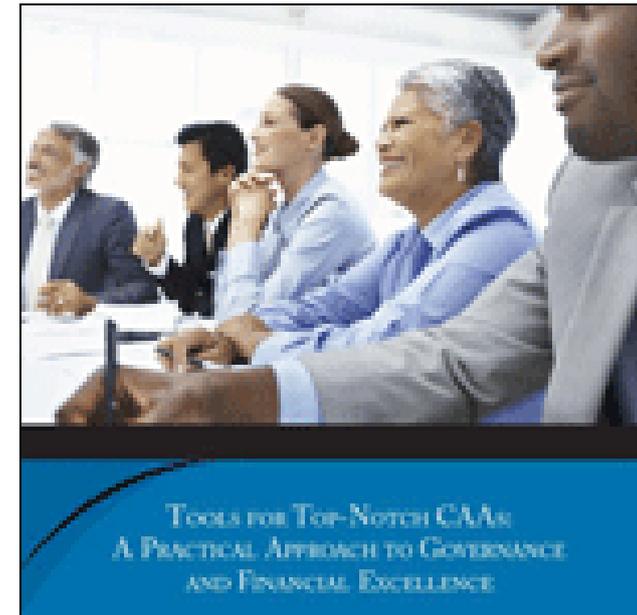
# What is the Role of the Community Action Agency Board?

# CAA Boards (IM 82)

- Sections 676B of the Community Services Block Grant Reauthorization Act of 1998 requires that, as a condition of designation, private nonprofit entities and public organizations administer their CSBG program through tripartite boards that “fully participate in the development, planning, implementation, and evaluation of the program to serve low-income communities.”

# Board Fiduciary Duties of Care, Loyalty, and Obedience

- Board members are fiduciaries. They have the duty to act for someone else's benefit and hold the agency's interest ahead of their own
  - **Care:** Reasonable person standard
  - **Loyalty:** Faithfulness to CAA and its mission
    - Avoid conflicts of interest, self dealing
  - **Obedience:** Obey the law, bylaws, contracts, board decisions, etc.



See page 9 for more on  
Fiduciary Duties

# Board Members are Fiduciaries

- Board members have a duty to the interests of the organization ahead of their own
- You represent the public's interest
- You are responsible for the financial oversight and legal functioning of the Community Action Agency
- You are the legal entity
- You need to ensure board minutes reflect decisions-these are the legal documentation of board action

# Duty of Care

Board members have a duty of care to act in “**good faith**” using the degree of “**diligence, care, and skill**” as “**an ordinarily prudent person** would in a like position and under similar circumstances”

- The “Pay Attention” Duty
- Be attentive, diligent and thoughtful
- Be familiar with organization's activities
- Active preparation and participation in decision making
  - Discuss and dialogue at board meetings
  - Be engaged
  - Ask questions
  - Prep for board meetings
- Attend all board and committee meetings
- Understand the financial position of the organization

# The Duty of Loyalty

- Board Members have a duty to be loyal to the organization.
  - Mission
  - Board
  - Avoid Conflicts of Interest
- The “faithfulness” duty
- Must act in the best interests of the organization and its mission
- Have a written conflict of interest policy that is reviewed and signed annually



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

## SECTION 5: DEALING WITH CONFLICTS OF INTEREST

Part I: Conflicts of Interest	109
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Part II: Additional Legal and Regulatory Considerations	114
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# The Duty of Obedience

- The board has a duty of obedience to the law, organization by-laws, board decisions, contracts, etc.
- Be obedient to the mission of the organization
- Cannot act in a way that is inconsistent to the organization's goals
- Public Trust that board members will manage funds to fulfill the organization's mission
- Ensure organization's resources are dedicated to the mission
- Ensure organization complies with reporting laws

# Board Members are Expected to:

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

# CAAs Have a Tri-partite Board

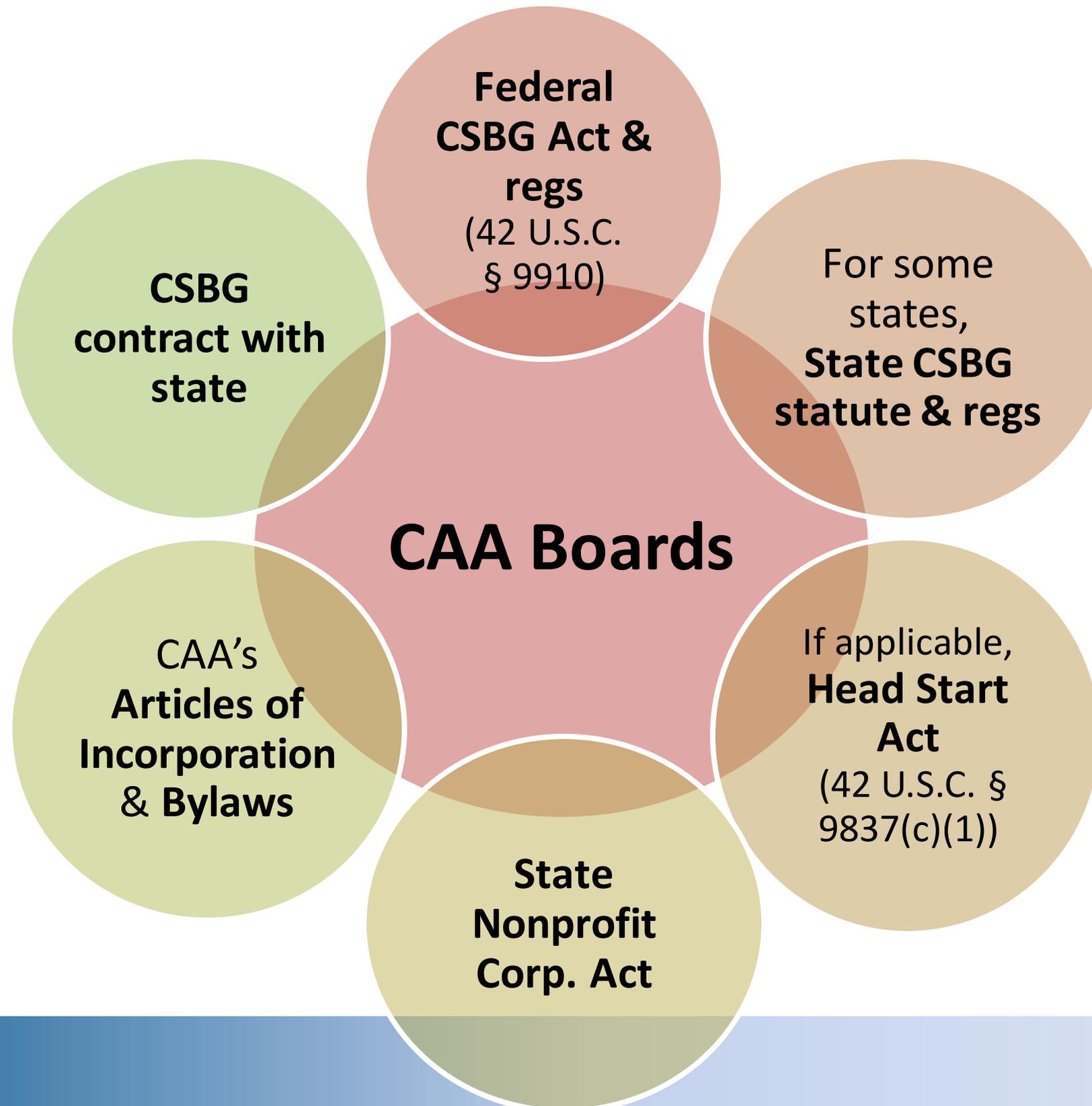
The Community Action's governing board is structured in compliance with the CSBG Act:

1. At least one third democratically-selected representatives of the low-income community;
2. With one-third local elected officials (or their representatives); and
3. The remaining membership from major groups and interests in the community.

# Role of Tripartite Board

- Federal CSBG Act (42 U.S.C. § 9910)
  - Tripartite board administers CAA's CSBG program
  - Tripartite board must *fully participate in development, planning, implementation and evaluation* of CAA's CSBG program

# Rules Governing Tripartite Boards



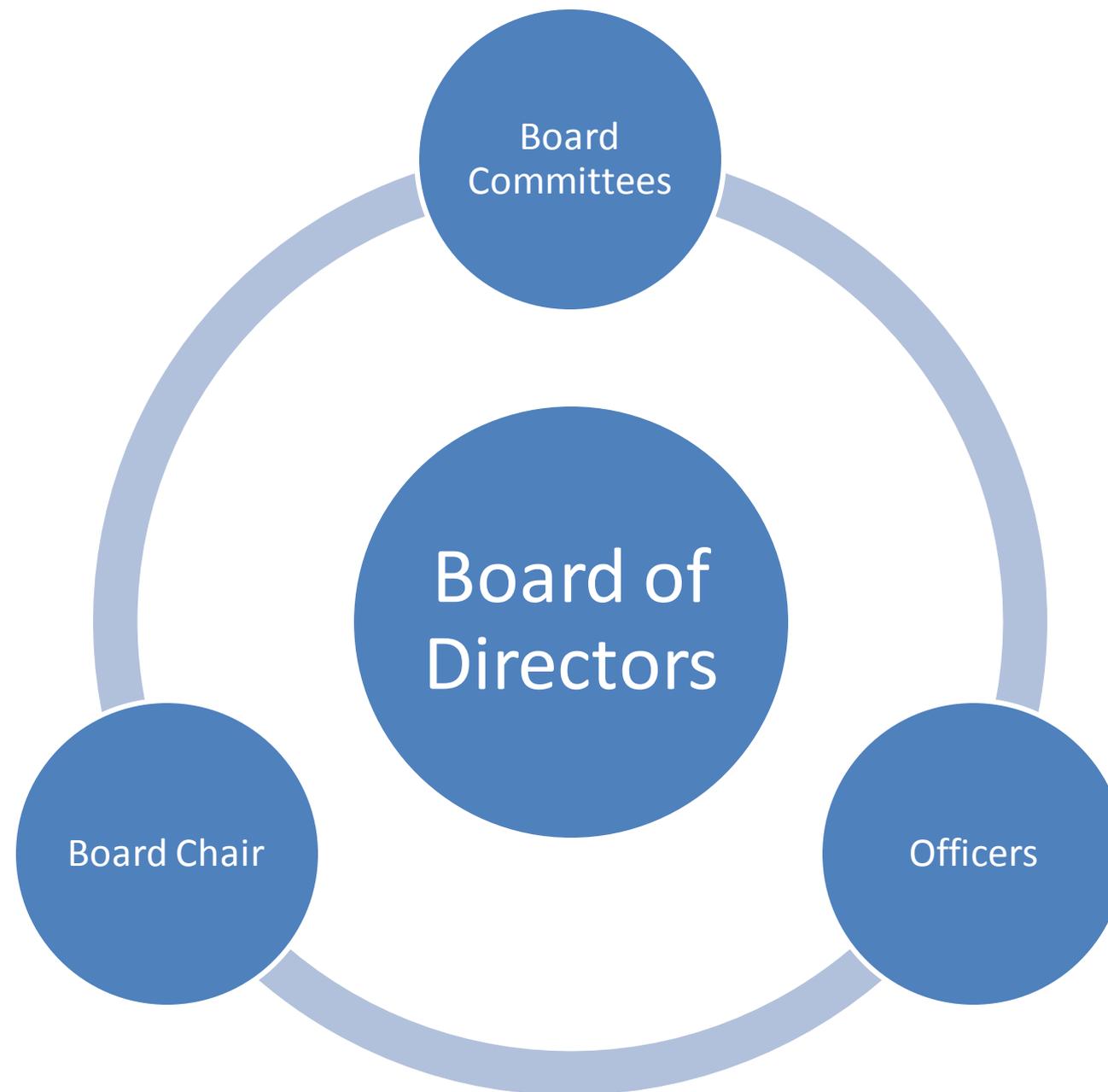
# Characteristics of High-Performing, Sustainable Organizations

- Continuously adapt and refine mission to enhance impact
- Align resources to a targeted impact strategy
- Develop revenue strategies that align with mission
- Engage the community
- Maintain a results focus supported by data
- Demonstrate a commitment to accountability
- Focus on financial & program sustainability

# Board Key Roles and Responsibilities

- Financial Oversight
- Personnel
- Board Development
- Fund Development
- Strategic Planning
- Program Performance
- Advocacy

# The Board Acts as Body But Has Many Moving Parts



# Board Chair

- Leads board meetings
- Works with executive director (and executive committee, if applicable) to plan meeting agendas
- Supports and acts as sounding board for executive director
- Acts as spokesperson for board
  - If given that authority by the board

# Board Chair

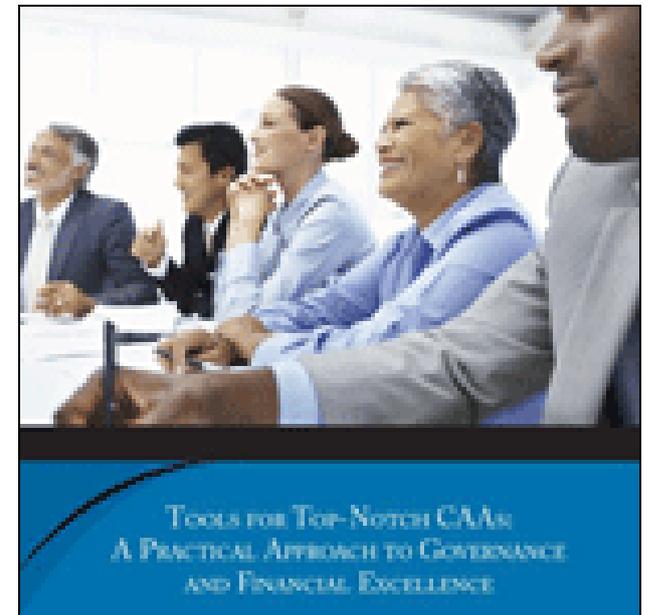
- Works with governance/board development committee and ED to identify and recruit new board members
- Identifies board members for future leadership positions and helps them develop leadership skills
- Good idea to have term limits for board chair

# Board Officers

- Board Chair
- Vice Chair(s)
- Treasurer
- Secretary

# Active Committees

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



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

# Look at Your Committees

Executive

Finance/Audit

Personnel

Board  
Development

Fund  
Development

Program/  
Planning/  
Evaluation

Strategic  
Planning

Other?

Standing  
Ad Hoc?

# High Risk Areas for Community Action Agencies

- Financial Management
- Governance
- Program Performance
- Human Resources
- Leadership
  - Board and Management

# Financial

- Fraud/Theft
- Allowable expenses
- Internal Controls
- Quality of reporting to the Board
- Budget approved by the Board
- Budget to Actual Reporting
- Limits of the Audit and Auditor
- Procurement

# Fiscal Oversight

- Ensure resources to achieve mission
- Full board is responsible, not just the Treasurer or Finance Committee
- Protect assets and provide proper fiscal oversight
- Review Financial health of the CAA

# Fiscal & Program Sustainability

- Finance and Program cannot be separated-They are **interconnected**
- Community Action Agencies build our organizations for **Mission and Community Impact**
- Every decision CAA leaders make affects both financial and programmatic sustainability, each impacts mission and money
  - Programmatic elements of sustainability– programs are relevant and are having an impact
  - Financial elements of sustainability-CAA has sufficient working capital for its needs and activities

*Source: Nonprofit Sustainability: Making Strategic Decisions for Financial Viability*

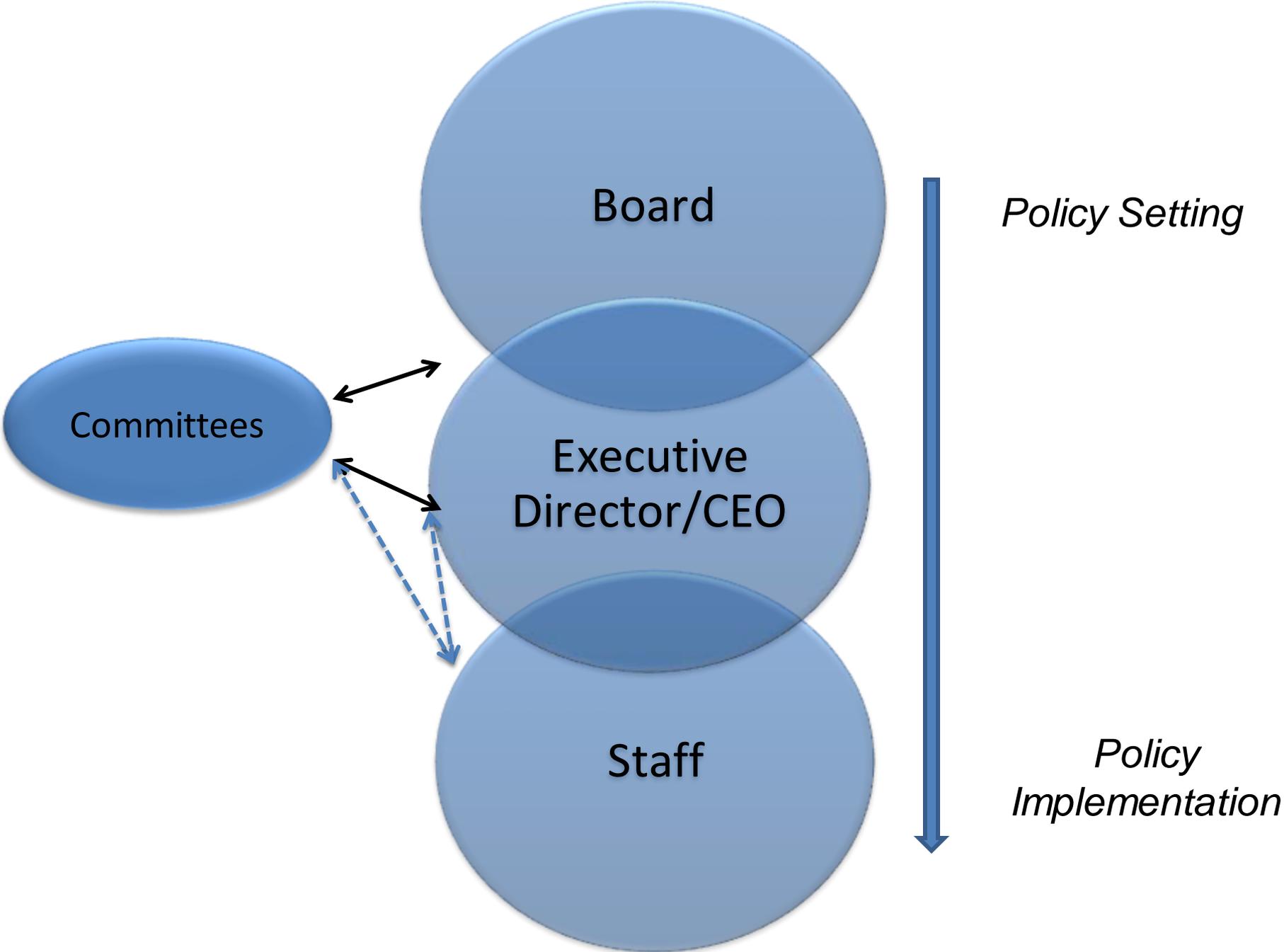
# Governance

- Board process and functioning
- Board independence
- Quality of board reporting
- Quality of board engagement
  - Quorum
  - Meeting frequency
- Tri-partite Requirements

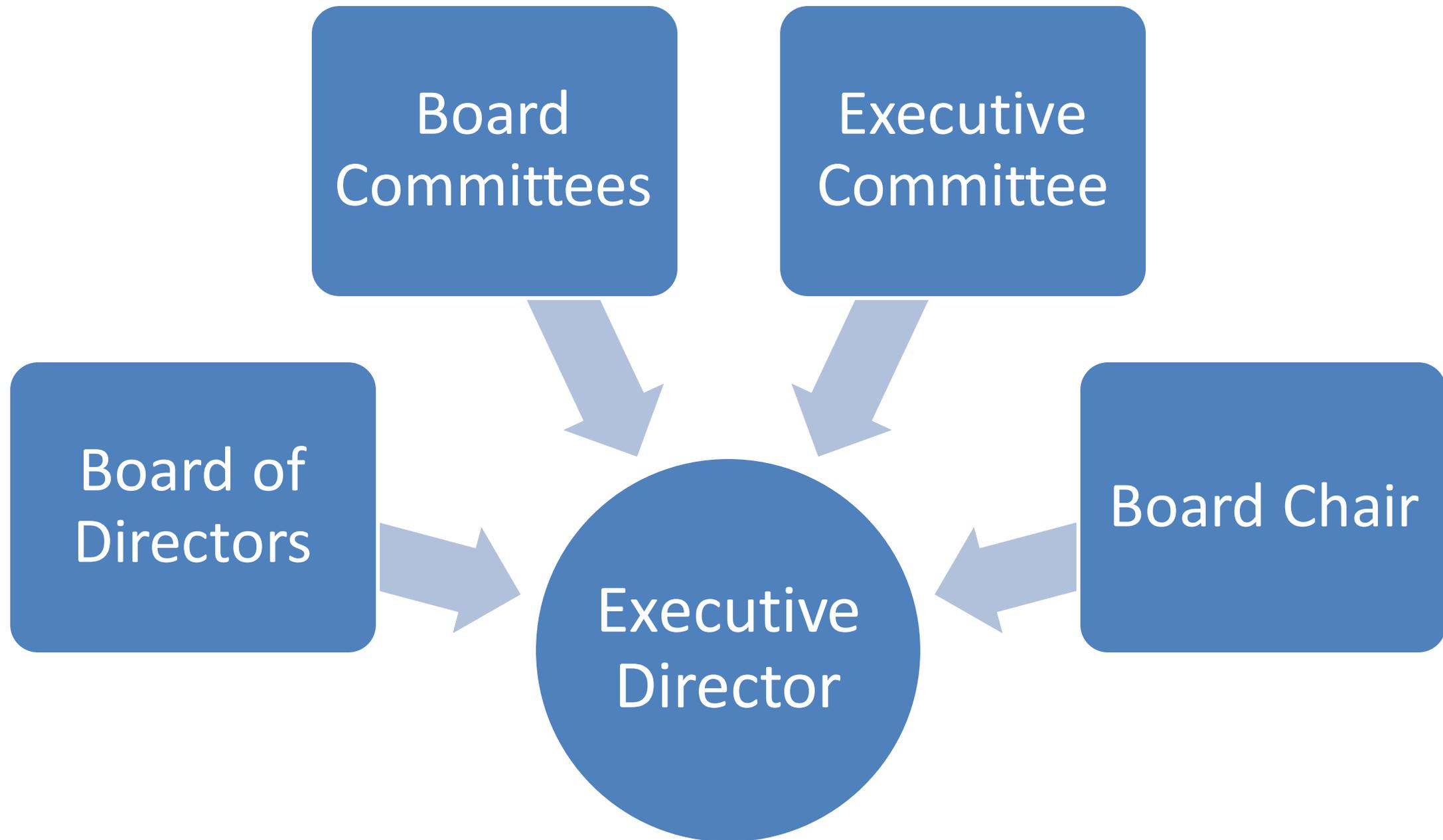
# Human Resources

- Personnel Policies
- Hiring, Evaluation, and if necessary Termination
- CEO/ED
  - Contract or At Will
  - Evaluation
- Payroll taxes and other withholdings
- Volunteer vs. staff
- FLSA

# Board-ED/CEO-Staff Relationship



# Critical Relationships



# Critical Relationship: Board Chair-ED/CEO



## DYNAMIC DUO

A Guide to Enhancing the Board & Executive Director Partnership

A Publication by:



Helping People. Changing Lives.  
**community Action**  
PARTNERSHIP  
AMERICA'S POVERTY FIGHTING NETWORK



In Partnership with:



**CAPLAW**  
Community Action Prisoner Legal Services, Inc.

## IV. EXECUTIVE DIRECTOR AND BOARD CHAIR RELATIONSHIP

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

### A. Establishing the Roles and Responsibilities

The responsibilities of the board chair often include:

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

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

### B. Cultivating a Partnership

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

# Leadership

- Board and Management
- Tone at the Top
  - Compliance
  - Ethical Behavior
  - Avoiding Conflicts of Interest

# Boards, ROMA, and Organizational Standards

# ROMA

## Results Oriented Management and Accountability

### The Results Oriented Management and Accountability Cycle

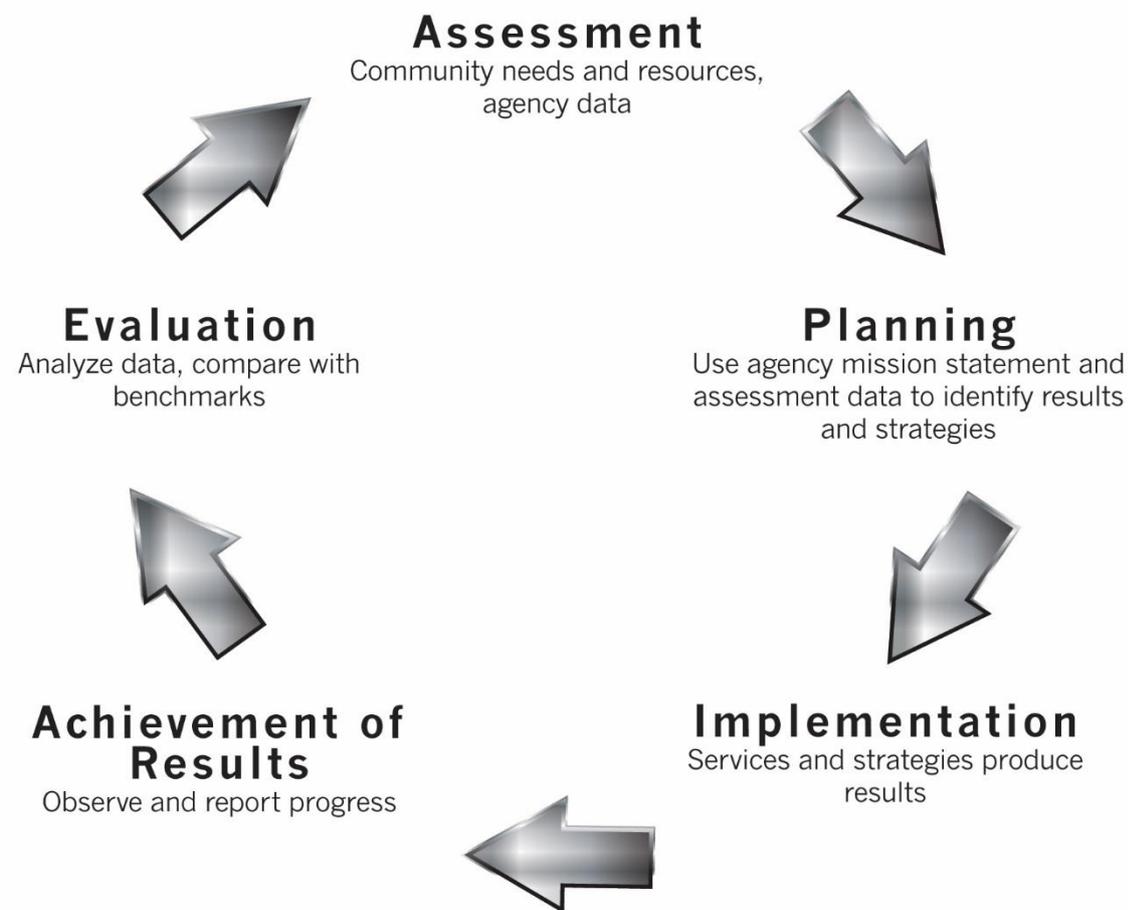
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# Board and ROMA Intersection Points



## The Results Oriented Management and Accountability Cycle

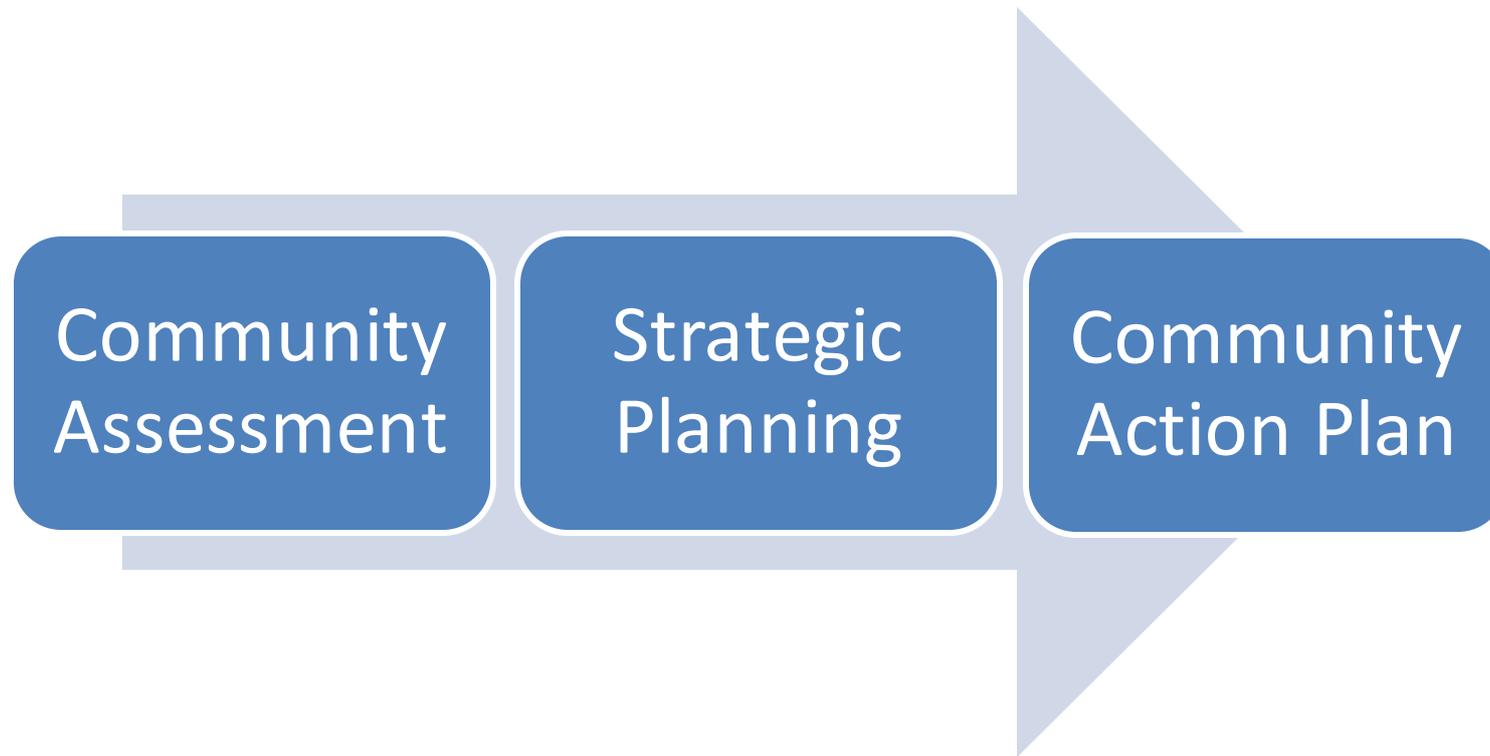


*CSBG Act: Private nonprofit entities and public organizations administer their CSBG program through tripartite boards that "fully participate in the development, planning, implementation, and evaluation of the program to serve low-income communities." ROMA helps us meet that responsibility.*

The ROMA Cycle was developed by Julie Jakopic, *Creating the Vision*, and Barbara Mooney, *Community Action Association of Pennsylvania*, created "Planning for Results" in 2006 as a guide for a results oriented planning process. Initially for this document, they developed the ROMA Cycle to help contextualize the planning process within the full range of ROMA activities identified in IM 49



# Making Critical Connections



## The Results Oriented Management and Accountability Cycle



# The National Community Action Network Theory of Change

## Community Action Goals

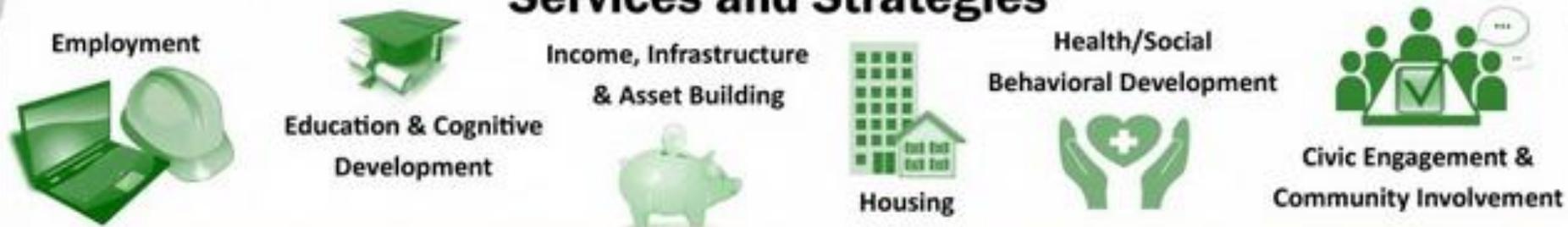
**Goal 1:** Individuals and families with low incomes are stable and achieve economic security.

**Goal 2:** Communities where people with low incomes live are healthy and offer economic opportunity.

**Goal 3:** People with low incomes are engaged and active in building opportunities in communities.



## Services and Strategies



### Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Advocate for systemic change
- Pursue positive individual, family, and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal, and community resources

### Performance Management

How well does the network operate?

- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

What difference does the network make?

- Individual and Family National Performance Indicators
- Community National Performance Indicators

*A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.*

This publication was created by NASCSP in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services, Grant Number 90ET0451.

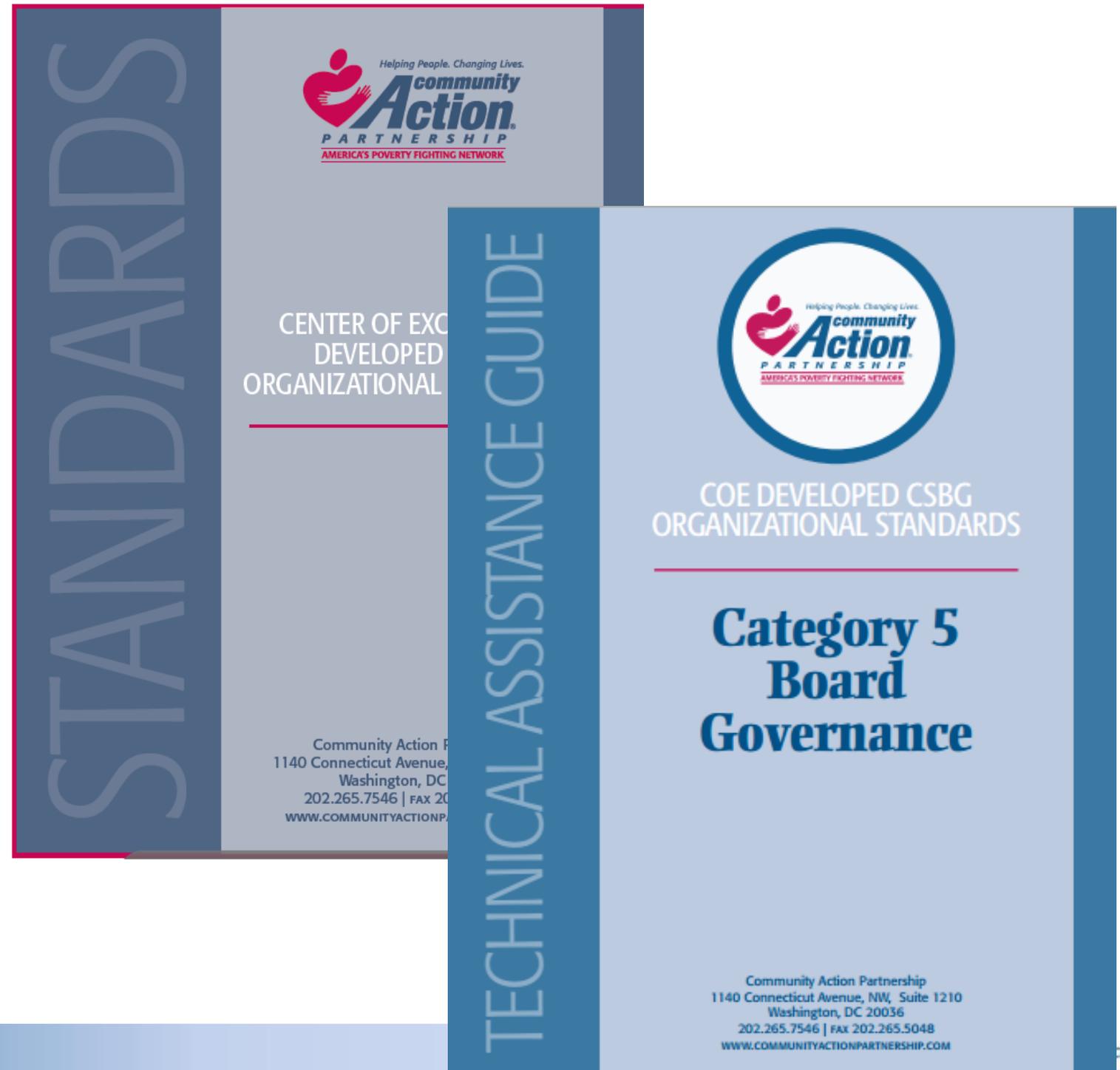
# CSBG Organizational Standards

- Organizational Capacity
- Trust
- Accountability
- All CAAs



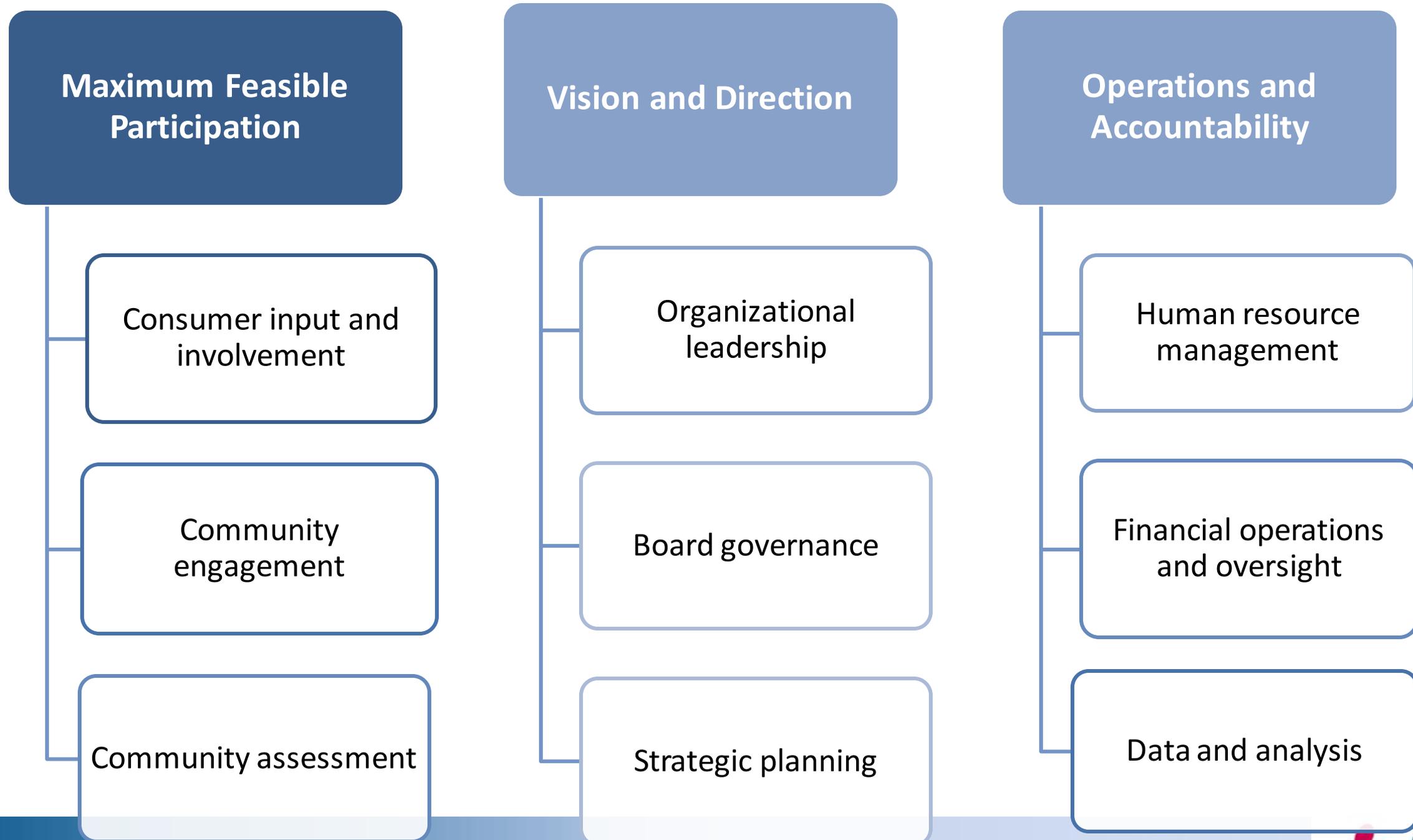
# CSBG Organizational Standards

- IM 138
- 58 Private CAAs
- 50 Public CAAs



# CSBG Organizational Standards

Organized into three thematic groups



# CSBG Organizational Standards

- Boards = critical stakeholder in assuring adherence to standards
  - Must look beyond basic compliance to assure that CAA meets high standards of quality, accountability and effectiveness
- Board's primary responsibility is to assure that CAA not only meets all federal and state requirements but also provides high-quality services to low-income community served
  - Must focus on CAAs overall responsiveness to changing community needs and the provision of comprehensive high-quality services designed to reduce poverty and strengthen communities

# Vision and Direction

## Board Governance

- **Standard 5.1**

The organization's governing board is structured in compliance with the CSBG Act:

1. At least one third democratically-selected representatives of the low-income community;
2. One-third local elected officials (or their representatives); and
3. The remaining membership from major groups and interests in the community.

- **Standard 5.2**

The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.

# Vision and Direction

## Board Governance

- **Standard 5.3**

The Organization's bylaws have been reviewed by an attorney within the past 5 years.

- **Standard 5.4 • private**

The Organization documents that each governing board member has received a copy of the bylaws within the past two years.

# Vision and Direction

## Board Governance

- **Standard 5.5 • private**

The Organization's governing board meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its bylaws.

- **Standard 5.6 • private**

Each governing board member has signed a conflict of interest policy within the past 2 years.

# Vision and Direction

## Board Governance

- **Standard 5.7 • private**

The Organization has a process to provide a structured orientation for governing board members within 6 months of being seated.

- **Standard 5.8 • private**

Governing board members have been provided with training on their duties and responsibilities within the past two years.

# Vision and Direction

## Board Governance

- **Standard 5.9 • private**

The Organization's governing board receives programmatic reports at each regular board meeting.

# Maximum Feasible Participation Community Assessment

- **Standard 3.1**

The Organization conducted a Community Assessment and issued a report within the past 3 years.

- **Standard 3.4**

The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

- **Standard 3.5**

The governing board formally accepts the completed Community Assessment.

# Vision and Direction

## Organizational Leadership

- **Standard 4.1**

The governing board has reviewed the Organization's mission statement within the past 5 years and assured that:

1. The mission addresses poverty; and
2. The Organization's programs and services are in alignment with the mission.

- **Standard 4.4**

The governing board receives an annual update on the success of specific strategies included in the Community Action plan.

# Vision and Direction

## Organizational Leadership

- **Standard 4.4**

The Organization has a written succession plan in place for the CEO/ED, approved by the governing board, which contains procedures for covering an emergency/unplanned, short-term absence of 3 months or less, as well as outlines the process for filling a permanent vacancy.

- **Standard 4.6**

An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.

# Vision and Direction

## Strategic Planning

- **Standard 6.1**

The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.

### **Standard 6.5**

The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.

# Operations and Accountability

## Human Resources

- **Standard 7.1 • private**

The Organization has written personnel policies that have been reviewed by an attorney and approved by the governing board within the past 5 years.

- **Standard 7.4**

The governing board conducts a performance appraisal of the CEO/executive director within each calendar year.

- **Standard 7.5**

The governing board reviews and approves CEO/executive director compensation within every calendar year.

- **Standard 7.7**

The organization has a whistleblower policy that has been approved by the governing board.

# Operations and Accountability

## Financial Management

- **Standard 8.1**

The Organization's annual audit (or audited financial statements) is completed by a Certified Public Accountant on time in accordance with Title 2 of the Code of Federal Regulations, Uniform Administration Requirements, Cost Principles, and Audit Requirement (if applicable) and/or State audit threshold requirements.

- **Standard 8.2**

All findings from the prior year's annual audit have been assessed by the organization and addressed where the governing board has deemed it appropriate.

# Operations and Accountability

## Financial Management

- **Standard 8.3**

The organization's auditor presents the audit to the governing board.

- **Standard 8.4**

The governing board formally receives and accepts the audit.

- **Standard 8.6**

The IRS Form 990 is completed annually and made available to the governing board for review.

- **Standard 8.8**

All required filings and payments related to payroll withholdings are completed on time.

# Operations and Accountability

## Financial Management

- **Standard 8.7**

The governing board receives financial reports at each regular meeting that include the following:

1. Organization-wide report on revenue and expenditures that compares budget to actual, categorized by program; and
2. Balance sheet/statement of financial position.

- **Standard 8.9**

The governing board annually approves an organization-wide budget.

- **Standard 8.13**

A written procurement policy is in place and has been reviewed by the governing board within the past 5 years.

# Operations and Accountability

## Data and Analysis

- **Standard 9.3**

The organization has presented to the governing board for review or action, at least within the past 12 months, an analysis of the agency's outcomes and any operational or strategic program adjustments and improvements identified as necessary.

# How Will Organizational Standards Impact Board Service

- **Your Duties of Care, Loyalty, and Obedience remain unchanged.** Your current legal requirements to be informed, conduct your duties in a prudent manner, ensure the agency meeting legal compliance, and work as a body remain intact.
- **Board meetings may include additional action items for approval, acceptance, or review.** The CSBG Act calls on boards to be engaged in the development, planning, implementation, and evaluation of CSBG activities. Boards carry out this responsibility through board action and oversight. Given this, the Standards may increase the number of action items you vote on at board meetings over the course of the year.
- **Strategic Planning will be an element of work the board carries out.** Many CAAs regularly conduct Strategic Planning but others do not. The Standards may impact your role in planning and the frequency in which it is conducted.

# How Will Organizational Standards Impact Board Service

- **ED/CEO evaluation and compensation setting will be annual activities.** Many CAA boards regularly evaluate their Chief Executive and the Standards will require this as well as the annual update on compensation of the executive.
- **Financial and programmatic reporting may become more frequent.** Most CAAs receive financial and programmatic updates at each meeting and the Standards require it for those that currently do not. In addition, you will be asked to approve an annual agency-wide budget and for some CAAs, this will be new.
- **Customer Satisfaction Data will be collected and reported to you.** Standards related to satisfaction do not call on your CAA to achieve a certain satisfaction level, only that the board and staff collect, review, and use this information in your deliberations and planning.

# How Will Organizational Standards Impact Board Service

- **Additional policies may be created.** The Standards call for certain policies and plans to be in place and the board will need to review and approve.
- **Legal review of documents may need to occur.** The Standards include legal review of bylaws and personnel policies periodically.
- **Training and Orientation of board members will occur.** As with any position, good orientation and regular training is important and the Standards provide for both for board members.

# What Will Not Change

- **Your role on the board has not changed.** You maintain the same legal responsibilities
- **You do not need to be onsite to observe the agency's procedures to ensure that all the Standards are met.** You need to maintain your governance role and leave responsibility for operations to your Chief Executive
- **Your board structure does not need to change.** There are no term limits, mandated committees, meeting frequencies, or other structural mandates in the Standards.

# Boards of Directors/Advisory Boards

- Handouts
- Videos



## Community Action Agency Boards of Directors and the CSBG Organizational Standards

The Boards of Directors plays a unique and important role in the life of a Community Action Agency. While staff members transition, founding directors retire, and programs change, the board offers consistency in purpose, intent, and responsibility. The governing board acts as a body, not as individuals, and its members are bound by the Duties of Care, Loyalty, and Obedience, bearing legal liability for their individual actions as well as those of the corporation.

# Community Action Partnership YouTube Channel-Board Videos

The screenshot shows a YouTube playlist page. At the top, the browser address bar displays 'e.com/playlist?list=PLMVDY93'. The YouTube navigation bar includes a search bar, 'Upload' button, and 'Sign in' button. The channel name 'Community Action Partnership' is visible, along with navigation links for 'Videos', 'Playlists', 'Channels', 'Discussion', and 'About'. The main content area features a video thumbnail for 'COE-developed CSBG Organizational Standards - What Do Boards Need To Know?' with a duration of 11:36. Below the main video are five playlist items, each with a thumbnail, title, and duration:

Item Number	Video Title	Duration
1	Standards for Boards Introduction	11:36
2	Standards for Boards - Consumer Input and Involvement	3:56
3	Standards for Boards - Community Engagement	7:04
4	Standards for Boards - Community Assessment	6:26
5	Standards for Boards - Organizational Leadership	11:59

# Toolkits and Webinars for Each of the Nine Categories

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



# Tools Already Available to Help CAAs Meet the Standards

## ONLINE TOOLS . . . . .

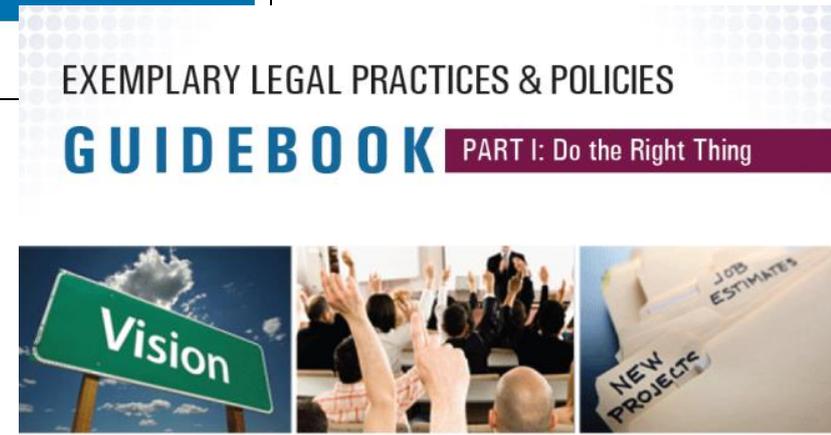
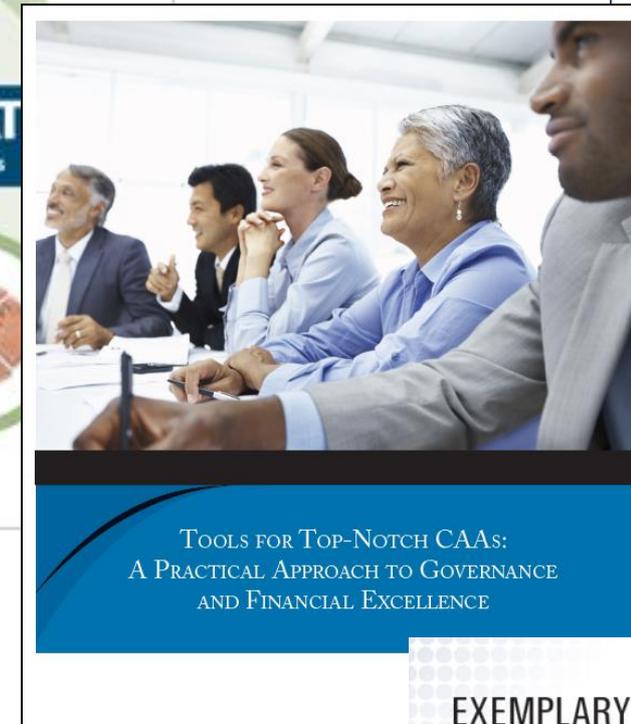
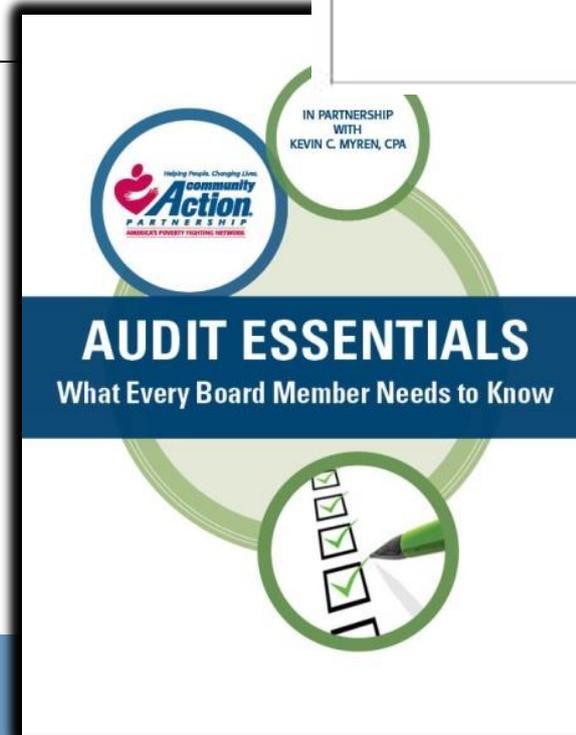
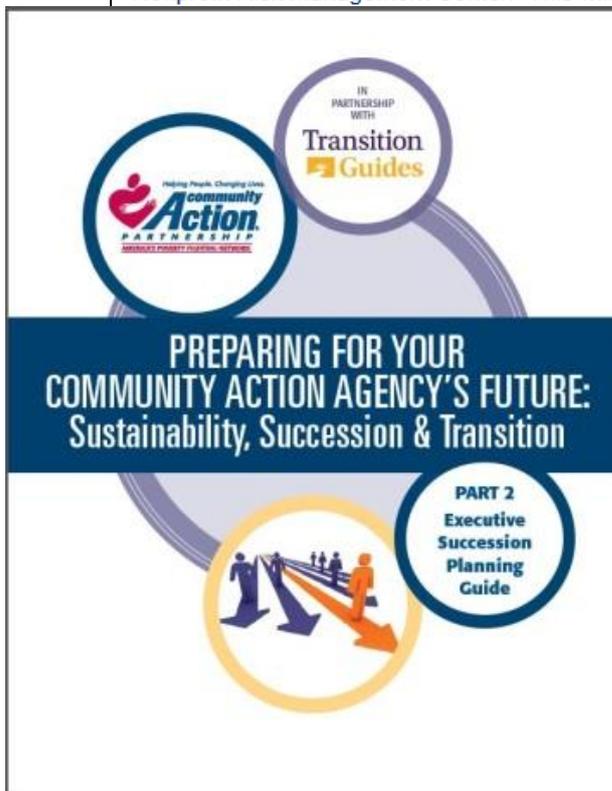
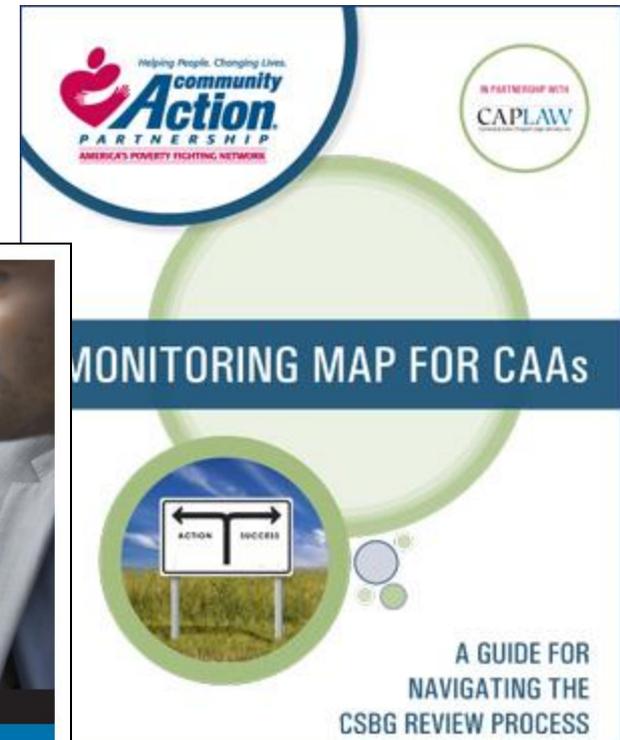


[Click to access information and resources](#)

Click on the logo above to be taken to the National Training Center's Affiliates Page v Nonprofit Risk Management Center. This will be your entry page to the various affilia Community Action Partnership's National

risk management resources as well as a CSBG eligible entities. The tool may b es may be purchased at a discounted r:

ct us at [om](#)



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



National Training  
Center

# CSBG T/TA Resource Center

- [www.csbgтта.org](http://www.csbgтта.org)
- *Many more toolkits, webinars, and print resources*
- Consultant Bank
- Training Calendar
- Discussion Forum
- Shared Calendar
- Individual registrations for Board and Staff

Home Dashboard About Contact Consultant Bank Forum Calendar Resource Bank help

WELCOME to the CSBG TRAINING and TECHNICAL ASSISTANCE RESOURCE CENTER

E-mail  Login  
Password

This website is a resource for the Community Action Network to access an array of information and assistance designed to support efforts in serving low income families and addressing the causes of poverty in local communities. Through this site you may download toolkits, listen to webinars, register for training, engage in online dialogue with colleagues, submit requests for training or technical assistance, read the latest evaluation reports about evidence-based program models, and search a consultant bank for experienced professionals serving the Community Action Network.

**COMPREHENSIVE TRAINING ON FINANCE FOR NON-FINANCE FOLKS**

- Three Recorded Webinars
- Handouts Including Slides and Samples
- Pre- and Post-Tests to Assess Learning

**BUILDING FINANCIAL & MANAGEMENT CAPACITY ACROSS A CAA**

CAPLAW  
Community Action Partnership  
WashingtonMorgan  
COMMUNITY ACTION

CAPLAW and the Community Action Partnership have teamed up for this web series focusing on a team approach to cultivating and administering program budgets. Key players from the management team of Community Action Partnership of Washington and Morgan Counties in OH are featured as speakers, adding the always important practitioner's perspective.

# [www.caplaws.org](http://www.caplaws.org)

## CAPLAW

Community Action Program Legal Services, Inc.

Legal and Financial Resources  
for Community Action

HOME

ABOUT CAPLAW

RESOURCES

TRAININGS

ATTORNEY NETWORK

CONTACT US

CAPLAW provides legal and financial resources for over 1,000 CAAs working nationwide to reduce poverty, and revitalize and empower low-income communities and people to become self-sufficient.

EDUCATING &  
EMPOWERING

Google Custom Search



CAPLAW EVENTS

Working  
Better  
Together



Mergers & Shared Services

NEW! Two-Part Webinar Series

ON DEMAND

CAPLAW NATIONAL TRAINING CONFERENCE



We'll see you in  
ALBUQUERQUE

### What's New at CAPLAW?

#### New! Shared Services Case Study

This case study is based on CAPLAW's interviews with Paul Carlson and Harlan Tardy, the current and former Executive Directors, respectively, of Arrowhead Economic Opportunity Agency, Inc. and Kootasca Community Action, Inc., and a review of the Executive Director Services Agreement between the two organizations. This case study presents an example of a collaboration between two nonprofit Community Action Agencies to share administrative services, which has since grown to include shared program staff. To read the case study, [click here](#).

#### New! Working Better Together - A Two-Part Mergers & Shared Services Webinar Series

**Part 1: An Exploration of Shared Administrative Services** discusses the various options for sharing services and the financial, legal, and government grant law issues to consider before doing so.

**Part 2: Mergers as a Strategy for Success** explores how CAAs can reframe mergers as tools for furthering their

### News for Community Action

#### New! Webinar: Communicating Through Dashboards

The Nonprofit Assistance Fund is offering a free webinar on September 26, 2017 from 12:00PM - 1:00PM CDT. This webinar will help you create a dashboard for your nonprofit. You will learn how to select information to include on your dashboard and how dashboard reports can complement other important financial reports. [Learn more](#).

#### New! Webinar: The Top Ten Tips for Nonprofits to Consider When They Procure Technology Solutions

Venable, LLP is offering a free webinar on Wednesday, October 4, 2017 from 12:30PM - 2:00PM ET. This webinar addresses important considerations for negotiating and entering into contracts and licenses with third party technology solutions, such as software, databases, and related services. The webinar will focus on understanding different types of license grants, managing use of nonprofit data, addressing information security, dealing with electronic contracts, and handling other risks related to the use of third-party technology solutions. [Learn more](#).

# Board Self-Training Tool

## COMMUNITY SERVICES BLOCK GRANT



Training  
ools  
for  
NONPROFIT  
BOARDS

### GOVERNANCE

Tripartite Board Composition  
and Selection

**CAPLAW**  
Community Action Program Legal Services, Inc.

## COMMUNITY SERVICES BLOCK GRANT



Training  
ools  
for  
PUBLIC CAA  
BOARDS

### GOVERNANCE

Tripartite Board Composition  
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**CAPLAW**  
Community Action Program Legal Services, Inc.

# [www.communityactionpartnership.com](http://www.communityactionpartnership.com)

The screenshot shows the homepage of the Community Action Partnership website. At the top is a navigation bar with links for About Us, Careers, Donate, Press Room, Subscribe, and Search. Below this is a secondary navigation bar with links for Membership, Find Your CAA, Programs/Initiatives, Tools/Resources, Events, and Home. The main content area features a large image of a woman hugging a young girl, with a text box titled "The Promise of Community Action" that reads: "Community Action changes lives, embodies the spirit of hope and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other." Below this are three featured sections: "Fighting Poverty" (with a US Census Bureau statistic), "Community Action Network" (listing over a thousand agencies), and "Tools and Resources" (listing training and technical assistance). A large orange arrow points from the right side of the page towards the "Tools and Resources" section. At the bottom, there is a "LATEST NEWS" section with four news items: "Join Now!", "Community Action Month", "2017 Annual Convention", and "Branding Summit".

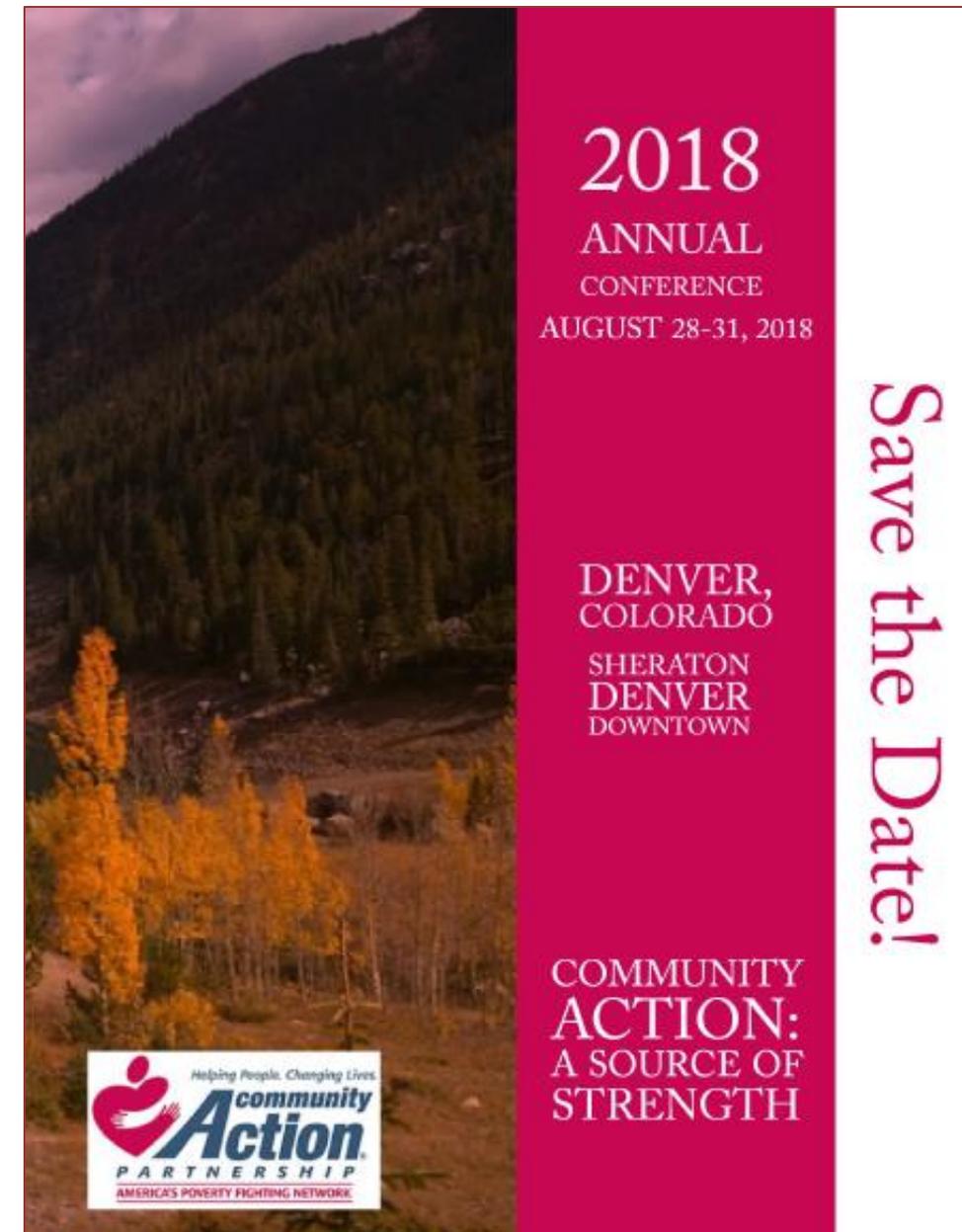


# Upcoming National Conferences

## CAPLAW



## Community Action Partnership



# Questions?

Contact

Denise Harlow, CCAP

202-595-0660

[dharlow@communityactionpartnership.com](mailto:dharlow@communityactionpartnership.com)

*Thank you!*