



# **BOARD & POLICY COUNCIL Orientation Training**

**Community Services of Northeast  
Texas, Inc.**

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# Meeting Overview

The Board meets:

- Every month in Linden Administration Conference Room (except Nov/Dec are combined)
- Typically the 4<sup>th</sup> Wednesday of the month at noon
- Lunch is served before meeting
- The \_\_\_\_\_ is the Board's Annual Meeting

# Meeting Overview

The PC meets:

- Every month in Linden Administration Conference Room (except Nov/Dec are combined)
- Typically the 4<sup>th</sup> Wednesday of the month at 9:15 AM
- Members are served a brunch
- Normally, meetings do not occur in July/August

# Meeting Overview

## **Board membership consists of:**

- Private
- Public
- Government

## **Board members counties represented:**

- Bowie
- Camp
- Cass
- Morris
- Marion

# Meeting Overview

## **PC membership consists of:**

- Elected parents/guardians of currently enrolled Head Start students
- Community Representatives
- Can not serve more than 3 years

## **PC membership counties represented:**

- Bowie
- Camp
- Cass
- Morris

# Meeting Overview

## Board membership consists of:

Individuals that reflect the communities served and have expertise in education, business, administration, or community affairs.

- Head Start funding requires at least one member with background and expertise in fiscal management or accounting; one with early childhood education and development; and one who is an attorney. If someone with those qualifications is not available to serve as a member, the Board hires a consultant to work with the Board; and parents of current and former Head Start students.
- A member of the Policy Council

# Meeting Overview

## PC membership consists of:

Elected parents/guardians of currently enrolled Head Start students and community representatives

- One parent representative from each Campus is elected to serve on the Policy Council and at least one alternate parent is elected to serve in the absence of the parent representative.
- One community representative from each of the four counties in the Head Start service area. Each representative must be from the county being represented and be a reflection of the communities being served.
- One member of the Board of Directors



# Meeting Overview

## Board Agenda:

- Packets are mailed at least one week before the meeting date

## Board meetings are:

- Professional meetings
- Interactive, with questions and open discussions encouraged and expected
- Designed so that Board members have time and opportunities to reflect on – *from my point of view, does this seem right? Is there something else that needs to be considered?*

# Meeting Overview

## PC Agenda:

- Packets are mailed at least one week before the meeting date

## PC meetings are:

- Professional, but informal meetings
- Interactive, with questions and open discussions encouraged and expected
- Designed so that PC members have time and opportunities to reflect on – *from my point of view, does this seem right? Is there something else that needs to be considered?*

**Governance:** Exercising authority over an organization

**Shared Governance:**

- A key value and requirement

Board has majority of governance responsibility but shares it with:

- Policy Council
- Chief Executive Director

# Governance

Community Services governance is defined by:

- Non profit agency laws
- Head Start Regulations
- The Board of Directors

# Governance

## Board of Directors responsibilities:

- Establish policies/procedures to implement high quality programs
- Establish/implement internal controls and fiscal oversight of the Agency
- Establish/implement internal dispute resolutions with other committees and councils

# Governance

## Policy Council responsibilities:

- Work in partnership with management staff and Board of Directors
- Approve/disapprove policies and procedures described in standards
- Develop/review policies and procedures described in standards

# Governance – Check-up???

- 1.) Which of the following are not Board Governance responsibilities?
  - a. Fiduciary
  - b. Fiscal
  - c. Operational
  - d. Legal
  - e. General Governance
  
- 2.) Shared governance is a requirement of which of the following:
  - a. Non-profit law
  - b. Texas Education Agency
  - c. Federal Head Start Grant requirements
  - d. Federal Part C of the Individuals with Disabilities Education Improvement Act (IDEA) funding requirements

# Monitoring, Evaluation, Planning

Part of every Board Meeting and Committee Meetings:

Members monitor:

- Reports, planned updates, audits

Members evaluate:

- Annual Agency Self-Assessment, annual ED performance review

Members planning:

- Long/short-range plans, all program improvement plans, all Agency issues brought before the Board



# Monitoring, Evaluation, Planning

Part of every PC Meeting and Committee Meetings:

Members monitor:

- Reports, planned updates, budgets

Members evaluate:

- Annual/monthly program assessments, monthly program performance reports

Members planning:

- Long/short-range plans, all program improvement plans, all program issues brought before the Council

# Monitoring – Check-up???

- 1.) Monitoring includes which of the following?
  - a. Updates to service plans
  - b. Audit Reports
  - c. Financial Reports
  - d. All of the above
  - e. None of the above
  
- 2.) An example of an evaluation conducted by the Board/PC is:
  - a. Site safety inspections
  - b. Agency/Program Self-Assessments
  - c. Child Accident Reports
  - d. Parent Surveys
  - e. Teacher Performance Reviews

# Monitoring – Check-up???

3.) Planning includes which of the following?

- a. The meeting Agenda when it has planning as a special topic
- b. At every meeting
- c. Once a year during Self-Assessments
- d. Only at committee meetings
- e. None of the above

4.) An example of Governance involvement in developing policies and procedures includes:

- a. Approving all policies and procedures
- b. Writing, approving and disseminating policies
- c. Explaining policies to staff
- d. Updating reference manuals with new policies and procedures
- e. Not involved, all of above are staff functions

# Financial Management

CSNT's Fiscal Year runs October 1 – September 30, although funding is received from multiple funding sources with various funding years.

- Head Start Funding Year                      Dec. 1 – Nov. 30
- CSBG Funding Year                                Jan. 1 – Dec. 31
- DADS Funding Year                                Oct. 1 – Sept. 30
- CEAP Funding Year                                Jan. 1 – Dec. 31
- CACFP Funding Year                                Oct. 1 – Sept. 30
- Salvation Army Funding Year                    Oct. 1 – Sept. 30
- TLC Funding Year                                    Oct. 1 – Sept. 30

# Financial Management

The Board must approve:

- Budgets for all programs
- Budgets for funding applications
- Wage increases and salary scales
- Check signers
- Audit Reports
- Operational decisions with liability risks

# Financial Management

## Policy Council must approve:

- Head Start budget
- All Head Start budget changes
- All Head Start funding applications

# Financial Management – Check-up???

- 1.) What purchases must be approved by the Board and PC?
  - a. \$500 or more
  - b. \$5,000 or more
  - c. Any collective order over \$10,000
  - d. Only buses for Head Start
  - e. All purchases
  
- 2.) The Board/PC must approve which of the following:
  - a. Bulk food orders
  - b. Meal Delivery Driver mileage reimbursement
  - c. Program Director time sheets
  - d. All program budgets (including Head Start for PC)
  - e. Teacher classroom supplies

# Financial Management – Check-up???

- 3.) What should you do if you are feeling confused about financial management?
  - a. Re-read documents in your packet
  - b. Don't worry about it ...your role is to make decisions
  - c. Resign your position
  - d. Ask management staff to explain
  - e. Post questions about the issue to Facebook
  
- 4.) How should you vote if you do not understand the action item?
  - a. Vote like the other members
  - b. Remain quiet when vote is taken
  - c. Shout loudly that more discussion is needed
  - d. Abstain from voting due to lack of understanding of the action item
  - e. The best thing is to vote against the action item



# Personnel Management

**Policies:** Board reviews & approves personnel policies and procedures prepared by Executive Director and other management staff

***Policy Council also approves***

# Personnel Management

Board approves hiring of:

- Executive Director
- Upper management positions

Board approves other personnel actions:

- Any action related to Executive Director including and up to termination of Executive Director

# Personnel Management

## Other Board responsibilities:

- Supervision and evaluation of the Executive Director
- Hear “Whistleblower” complaints (employees reporting financial mismanagement)

# Personnel Management

PC approves hiring of:

- Head Start Director
- All personnel paid at least 50% from Head Start funding

# Personnel Management – Check-up??

1.) In which 2 areas does the Board get involved?

- a. Hiring of Finance Director
- b. Determining which staff will go to training conferences
- c. Creating routes for meal delivery drivers
- d. Completing Performance Evaluation for Executive Director
- e. Approving menu for Board lunches

2.) Which policy/procedures is not a part of the Personnel Policies and Procedures Manual?

- a. Terminations
- b. Personal Leave
- c. Staff Training
- d. FMLA
- e. Dress Code

# Personnel Management – Check-up??

- 3.) The Board participates in hiring for:
  - a. Upper management level staff
  - b. Teachers
  - c. No positions
  - d. All positions
  - e. Case Managers
  
- 4.) How does the Policy Council participate in terminations of Head Start staff?
  - a. Vote at Policy Council Meeting
  - b. One member calls the Board Chair
  - c. Policy Council Members interview prospective staff
  - d. Policy Council has no involvement in hiring or terminations of staff
  - e. Policy Council creates a Committee to handle personnel issues

# Internal Controls

No one person can have complete control over all aspects of a financial transaction

Financial transactions are spread over:

- Finance Director
- Executive Director
- Board Check Signers
- Fiscal Assistants
- Department Heads
- Administrative Assistants/Managers

# Internal Controls

- Every Financial transaction has a documented trail of every involved staff (Signatures/initials and dates)
- More than one person is always involved with every cash or computer system transaction
- Clear roles and responsibilities (do's and don'ts) for every staff involved in fiscal transactions.



# Internal Controls

## Board of Directors

- Review Monthly Financial Reports
- May request information at any time
- Receives and reviews annual audits
- Establishes procedures for:
  - a. Salaries/wages
  - b. Property management
  - c. Contracting

# Internal Controls

## Independent Auditor:

- Verifies CSNT internal controls
- Identifies any problems or areas of concern
- Discusses the audit and any problems or concerns directly with the Board

# Internal Controls – Check-up???

1.) Board and PC Members will see financial information at least how many times per year?

- a. Once per year
- b. Quarterly
- c. Twice per month
- d. Once per month
- e. When they ask to see financial documents

2.) The independent auditor performs an agency audit:

- a. Every 3 years when Head Start is reviewed
- b. Every year
- c. In response to an inquiry about financial management practices
- d. As infrequently as possible
- e. When contacted by Board Chair

WHEW!!!!!!!

***Any questions,  
comments,  
or concerns?***