



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 4th Tuesday of the month at noon
- Lunch is served before meeting
- The December meeting 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 4th Tuesday 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
- Poverty

Board members may represent these counties:

- Bowie
- Camp
- Cass
- Delta
- Franklin
- Hopkins
- Lamar
- Marion
- Morris
- Rains
- Red River
- Titus

Meeting Overview

PC membership consists of:

- Elected parents/guardians of currently enrolled Head Start students
- Community Representatives
- Can not serve more than 5 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 made available online at least one week before the meeting date (to meet the 72 Hour rule)

Board meetings are:

- Professional meetings
- Interactive, with questions and open discussions encouraged and expected
- Designed so that Board members have time and opportunity to be fully informed about the business of the agency

Meeting Overview

PC Agenda:

- Packets are made available at least one week before the meeting date (to meet the 72 Hour rule)

PC meetings are:

- Professional, but informal meetings
- Interactive, with questions and open discussions encouraged and expected
- Designed so that PC members have time and opportunity to be informed about the topics which will come before them

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

Governance

Community Services governance is defined by:

- Non-profit agency laws
- The CSBG Act
- Contracts with funding sources
- Head Start Regulations
- The Board of Directors By-Laws

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
- Star Plus Sep. 1 – Aug. 31
- CEAP Funding Year Jan. 1 – Dec. 31
- CACFP Funding Year Oct. 1 – Sep. 30
- Salvation Army Funding Year Oct. 1 – Sep. 30
- TLC Funding Year Oct. 1 – Sep. 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 **takes these personnel actions:**

- Hiring the Executive Director
- Any action related to Executive Director including and up to termination of Executive Director
- Executive Director Evaluation and Salary

Board **approves these personnel actions:**

- Hiring upper management positions

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
- Human Resources Director
- Chief Financial Office
- 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?***

Head Start Governance and Management Responsibilities

Governing Body/Tribal Council

Assumes Legal and Fiscal Responsibility for Head Start and the Safeguarding of Federal Funds

Select:

- Delegate agencies and the service areas for such agencies

Establish:

- Procedures and criteria for recruitment, selection, and enrollment

Review:

- All funding applications and amendments
- Results and follow-up activities from federal monitoring

Review and Approve:

- Major policies and procedures, including Self-Assessment, financial audit, and personnel policies
- Progress on implementing the HS grant, including corrective actions
- Major expenditures
- Operating budget
- Selection of auditor
- Actions to correct audit findings

Receive and Use:

- Annual, monthly, and periodic reports*

Adopt practices to ensure active, independent and informed governance:

- Governing body bylaws
- Procedures for accessing and collecting information
- Written standards of conduct, including conflicts of interest and complaints
- Procedures for selecting Policy Council members
- Advisory committees

*Reports that are generated and used by management, then shared with and used by Policy Council and governing body:

- HHS secretary communication
- Financial statements
- Program information summaries
- Enrollment
- USDA
- Financial audit
- Self-Assessment
- Community assessment
- PIR

Policy Council

Assumes Responsibility for Head Start Program Direction

Approve and submit to the governing body decisions regarding:

- Activities for parent involvement/engagement
- Program recruitment, selection, and enrollment priorities
- Funding applications/amendments
- Budget planning, including reimbursement and participation in Policy Council activities
- Policy Council bylaws
- Head Start program personnel policies and decisions, including criteria for employment and dismissal of program staff
- Policy Council election procedures
- Recommendations on delegates/service areas

Receive and Use:

- Annual, monthly, and periodic reports*

Take Action:

- Hire/terminate Head Start Director and other lead staff
- Establish impasse procedures

Provide Leadership and Strategic Direction:

- Focus on Self-Assessment
- Develop, plan, and evaluate the Head Start program

Provide Legal Oversight:

- Ensure compliance with federal laws and state, tribal, and local laws

Management Staff

Assumes Operating Responsibility for Head Start Day-to-Day Functions

Take action:

- Implement policies
- Develop procedures
- Provide T/TA to governing body and Policy Council
- Supervise staff
- Monitor compliance
- Generate and use annual, monthly, and periodic reports*
- Share reports with Policy Council and governing body*

HANDOUTS:

1. Primary Board Responsibilities
2. Non Profit Board Legal Responsibilities
3. Types of Policies
4. Safeguarding Against Conflict of Interest
5. Bylaws
6. Acronyms