

# Board Manual: Guidelines for Board Members

May 1999

Department of Criminal Justice Services  
805 E. Broad Street, Tenth Floor  
Richmond, VA 23219

# Table of Contents

## **I. Board of Directors**

- Welcome Letter
- Board Member List
- Schedule of Meetings
- Bylaws
- Basic Board Responsibilities
- Board Member Job Description
- Code of Ethics
- Pledge Form
- Rights of Volunteer Board Members
- Expectations
- Guidelines For Minimizing Risk Of Liability

## **II. Program Information**

- Program Information
- History
- Policies and Procedures
- Annual Program Report
- Strategic Plan

## **III. Committees**

- Guidelines for Key Standing Committees
- Other Potential Committees

## **IV. Fundraising/Financial**

- Current Budget/Financial Statement
- Finances
- Fundraising

## **V. Minutes**

March 10, 1999

Dear New Board Member,

Welcome to the Board of Directors for \_\_\_\_\_ CASA. I am glad you have chosen to serve with us as we guide the direction of our local CASA program. With this position comes responsibilities and decision-making powers that will shape the operations and future of CASA in \_\_\_\_\_.

Your role on this board will include not only participation as a voting member, but also duties as a committee member. I will talk to you at the first meeting about the unique talents that you offer to our board and which committees could make the best use of these skills. In addition, every member of the board is expected to contribute to the fundraising responsibilities needed to keep \_\_\_\_\_ CASA functioning. Some board members provide personal financial gifts, while others assist with securing community or corporate donations. However you choose to participate, please know that your contribution is an integral part of the continued operation of our CASA program.

Our next board meeting will be on \_\_\_\_\_ in the CASA conference room. The meetings generally last about two hours. Please find enclosed an agenda for this meeting.

It is an honor to have you agree to serve on our board and I hope that this will be the beginning of a rewarding experience for you. If you should have any questions, please do not hesitate to call me at home (000-0000) or the executive director at the CASA office (000-0000).

Sincerely,

John Doe  
Board President

## **BOARD MEMBER LIST**

List all of the current board members, including their names, addresses, phone numbers (home and work), fax numbers, and e-mail addresses. You may also want to note the committee(s) on which they serve.

## **SCHEDULE**

Prepare a list of all scheduled meetings and events for the upcoming months. Have board meeting dates established a year in advance and include their dates, times, and locations. Try to be consistent with scheduled meeting times (i.e, the second Thursday of every month). You may also want to include a schedule for the board training. Dates for fund-raisers, retreats, or other projects can also be included.

## **BYLAWS**

Include the bylaws for your board of directors. You may also want to include a copy of the Articles of Incorporation.

## **BASIC BOARD RESPONSIBILITIES**

To be a successful and valuable member of your board, you will want to keep the following items foremost in your mind. These are your basic board member responsibilities:

### *Setting policy*

Your primary board function is to fashion policies that ensure your organization is run effectively, legally, and ethically. These policies are building blocks for your director who, in turn, is responsible for implementing your policies and managing the organization in accordance with them.

### *Supporting your director*

Without your director's day-to-day management skills, the policies and plans adopted by the board would be of little impact. He or she truly is the person who makes your ideas and visions real. As you work together to achieve CASA's goals, however, you must also remember that your job and the director's job are quite different. You make the plan, but the director decides how the plan is implemented and the goals accomplished.

### *Guiding long-range planning and development*

The board gives direction to your organization through long-range goals ranging at least three to five years into the future. During the planning process, you will be asked to assess the present and future needs of the community and to determine how CASA fits into that picture.

### *Raising money and monitoring finances*

As a "trustee" for your organization's money, you are responsible for seeing that it is spent effectively in delivering programs and services. You're also responsible for looking into the financial future. When you plot CASA's goals, you must review your ability to pay for your plans. That means fundraising when appropriate.

### *Working cooperatively with other board members*

If you cannot work with your peers, then your board will accomplish nothing. This is true in every aspect of board service -- meeting efficiency, conflict management, recruitment, training, and director evaluation.

## BOARD MEMBER DESCRIPTION

Title:	Member, CASA Board of Directors
Reports to:	Board President/Chairman
Purpose:	To serve the board as a voting member; to develop policies, procedures, and regulations for the operation of CASA; to monitor finances of the organization, its programs and performance.
Term:	Two years, expiring December 31, 2000
Expected Meeting Attendance:	4Regularly attend meetings as scheduled (about 12 per year) 4Attend standing committee meetings if a member (about 6 per year) 4Participate as an ad hoc committee member if appointed 4Attend board retreats, in-service workshops and other board development activities 4Attend and participate in special events as needed
Obligations of the Board:	4Create vision/establish mission 4Establish policies 4Hire/fire/supervise and evaluate director 4Secure adequate funds 4Monitor finances 4Maintain and update long-range plans 4Evaluate and perpetuate itself 4Fulfill boards legal responsibilities
Specific Duties:	4Attend meetings and show commitment to board activities 4Be well informed on issues and agenda items in advance of meetings 4Contribute skills, knowledge and experience when appropriate 4Listen respectfully to other points of view 4Participate in organizational decision-making 4Financially support the organization 4Assume leadership roles in all board activities, including fundraising 4Represent the organization to the public and private industry 4Educate yourself about the needs of the people served 4Know other board members and staff 4Remain informed about the organization 4Know the organization's history, mission and goals
Time Requirements:	4Five to ten hours a month

## CODE OF ETHICS

A code of ethics lists actions that are essential to your board's integrity and it lends credibility to the goals that CASA is striving for. In your community's eyes, the code keeps the board honest. Behind boardroom doors, the code serves as a reminder that your organization's mission takes priority over personal agendas.

As a member of this board, I will:

- Represent the interests of all people served by this organization and not favor special interests inside or outside of this non-profit.
- Not use my services on this board for my own personal advantage or for the advantage of my friends or associates.
- Keep confidential information confidential.
- Respect and support the majority decisions of the board.
- Approach all board issues with an open mind, prepared to make the best decisions for everyone involved.
- Do nothing to violate the trust of those who elected or appointed me to the board, or of those I serve.
- Focus my efforts on the mission of the non-profit and not on my personal goals.
- Never exercise authority as a board member except when acting in a meeting with the full board or as I am delegated by the board.
- Consider myself a "trustee" of this organization and do my best to ensure that it is well maintained, financially secure, growing and always operating in the best interests of those we serve.

## PLEDGE FORM

### ***My Role***

I acknowledge that my primary role as a board member is to contribute to the defining of the organization's mission and governing the fulfillment of that mission, and to carry out the functions of the office of Board Member and/or Officer as stated in the bylaws.

My role as a board member will focus on the development of broad policies that govern the implementation of institutional plans and purposes. This role is separate and distinct from the role of the Director, who determines means of implementation.

### ***My Commitment***

I will exercise the duties and responsibilities of this office with integrity, collegiality and care.

### ***I Pledge***

1. To establish as a high priority my attendance at all meetings of the board, committees and task forces on which I serve.
2. To come prepared to discuss the issues and business to be addressed at scheduled meetings having read the agenda and all background material relevant to the topics at hand.
3. To work with and respect the opinions of my peers who serve this board, and to leave my personal prejudices out of all board discussions.
4. To always act for the good of the organization.
5. To participate in the annual strategic planning retreat, board self-evaluation programs, and board development workshops, seminars, and other educational events that enhance my skills as a board member.
6. To agree to serve on at least one committee or task force, attend all meetings, and participate in the accomplishment of its objectives. If I chair the board, a committee, or task force, I will:
  - a) call meetings as necessary until objectives are met;
  - b) ensure that the agenda and support materials are mailed to all members in advance of the meetings;
  - c) conduct the meetings in an orderly, fair, open and efficient manner;
  - d) make committee progress reports/minutes to the board at its scheduled meetings, using the adopted forms.

If, for any reason, I find myself unable to carry out the above duties as best as I can, I agree to resign my position as a board member/officer.

---

*Board member signature*

---

*Date*

## RIGHTS OF VOLUNTEER BOARD MEMBERS



1. To be fully informed about the responsibilities, time commitment, organization, etc. before accepting the position of board member.
2. To have opportunities or orientation and continuing board training that will assist the board member to function effectively.
3. To be kept fully informed through accurate financial reports, management reports, regular and thorough briefings by staff, etc. about the operation of the organization.
4. To expect that volunteer time will not be wasted by lack of planning, coordination and cooperation within the organization or within the board.
5. To be assigned jobs which are worthwhile and challenging with freedom to use existing skills or develop new ones.
6. To be able to decline an assignment if it is felt that the match of skills and interests is not appropriate.
7. To have successful board experiences that provide opportunities for personal growth.
8. To be trusted with confidential information that will help the board member carry out assignments and responsibilities.
9. To know whether the volunteer work is effective and what results have been obtained, and access to an evaluation process which will measure that performance based upon measurable, impartial standards.
10. To be recognized at appropriate times for one's work and involvement as a board member.

## **EXPECTATIONS**

An executive director expects a board will:

- Counsel and advise -- giving the benefit of its judgment, expertise and familiarity with the local setting.
- Consult with the executive on all matters which the board is considering
- Delegate responsibility for all executive functions
- Refrain from handling administrative details
- Make all the staff responsible to the executive director
- Share all communications with the executive director
- Provide support to the executive director and staff in carrying out their professional duties
- Support the executive director in all decisions and actions consistent with policies of the board and the standards of the organization
- Hold the executive director accountable for the supervision of the organization
- Evaluate the work of the executive director

As a staff member, I expect the board members to:

- Advocate for our organization and its mission
- Attend meetings and return phone calls
- Read materials that are provided
- Show a caring attitude towards our clients/constituents
- Respect my expertise and experience
- Honor mutually-agreed upon deadlines
- Help identify and locate resources
- Be part of the planning process
- Contribute valuable skills and collective wisdom
- Recognize staff accomplishments
- Carry the "word" to places staff cannot go
- Treat me with respect

As a board member, I expect the staff to:

- Actively promote our mission
- Do their jobs with competence
- Be an honest liaison to the board
- Keep the board informed of problems and successes
- Be part of the planning process
- Be aware of board responsibilities
- Provide complete, concise and accurate information
- Use my volunteer time judiciously
- Promptly return phone calls
- Utilize the unique experience of board members
- Recognize board member accomplishments
- Remember that board members should be treated with respect

## **GUIDELINES FOR MINIMIZING RISK OF LIABILITY**

1. Attend board and committee meetings regularly.
2. Be familiar with the minutes of board meetings and the minutes of your committee assignments.
3. Make sure a written permanent record is maintained of all board minutes and official actions.
4. Exercise general supervision over CASA's affairs.
5. Be certain your organization's records are audited by a reputable CPA firm.
6. Be familiar with your CASA program's goals, objectives, and operations.
7. Insists that all committee meetings are reported at board meetings either in oral or written form.
8. Know CASA's budget, budget process and financial situation.
9. Know who is authorized to sign checks and in what amount.
10. Avoid self-serving or self-enriching policies.
11. Inquire is there is something you do not understand or if something comes to your attention which causes you to question a policy or practice.
12. Insist that there is a well-established personnel program with a competent staff director.
13. Avoid the substance or appearance of conflicts of interest.
14. Be certain CASA is fulfilling all aspects of its non-for-profit and tax exempt status.
15. Insist on a written and followed board membership and nominating committee procedure.
16. Monitor the community and professional image of your organization.
17. Be certain that policies are clearly identify and the board acts on them as a whole rather than action by a small group of individuals.
18. Know your organization: Board of Directors, financial condition, programs and staff before you accept membership.
19. Require that CASA has proper legal counsel.
20. Monitor the activity of your executive committee to ensure that it does not overstep its authority.
21. Insist on meaningful board meetings with full disclosure of operating results.
22. Authorize appropriate corporate indebtedness.
23. Insist on the board having a policy relative to board volunteer liability.

from the Virginia Office On Volunteerism, 730 E. Broad St., 9th Floor, Richmond, VA 23219 (804) 692-1952.

## **BASIC PROGRAM INFORMATION**

List all of the pertinent program information, including:

- staff names and titles
- office address, phone number, fax number, and e-mail address
- general office hours
- jurisdictions served
- funding formula (last three years' actual budgets, including current)
- mission statement

## **HISTORY OF THE PROGRAM**

Provide the board with a brief description of your program, including when founded and by whom. Give a general idea of the growth your program has experienced in terms of children served, volunteers recruited, funding, and staff.

## **POLICIES AND PROCEDURES**

Include the program's policies and procedures so that board members have an understanding of basic program operations and the confines under which they must function. If the policies are too numerous, take out those that are not as relevant to board members, but let them know that the complete set of policies is available, should they wish to review them.

## **ANNUAL PROGRAM REPORT**

Provide the board with the most recent program report or a synopsis of what your program achieved during the last year. It could be an annual narrative or consist only of graphs and charts to show the progress of your program over the last fiscal or calendar year.

## **STRATEGIC PLAN**

Furnish board members with a copy of your program's strategic or long-range plan. Even if this plan is not available in a formal sense, coordinate with your committees to produce a plan for the future of CASA and the board's role in reaching that future.

## **GUIDELINES FOR KEY STANDING COMMITTEES**

Alter the committee descriptions and titles to conform with the structure of your program's board and delete those pages that address committees not applicable to your program. Below each description or on a separate page, include the names of each board member on the committee and denote who serves as the chairperson. If the committee has standard meeting times and locations, provide this information as well.

**Executive Committee**

- Purpose:** The executive committee recommends actions for approval of the full board and sometimes acts for the board, within carefully designed boundaries, between meetings. This committee is central to the effective operation of the committee structure, the board, and the entire organization.
- Tasks:** The committee meets regularly to review operational, programmatic, and financial matters. It might deal with urgent situations that cannot wait for the next full board meeting, specific questions referred to the committee by the board, issues that need preliminary discussion and refinement before the board considers them, or routine matters that do not require full board disposition. The executive committee is usually charged with establishing and implementing a process for assessing the performance of the executive director and serving as his/her principal support and sounding board. Some organizations delegate most responsibility for governance to the executive committee, which takes action and reports on them to the full board.
- Board Relationship:** The executive committee must report thoroughly and regularly to the board. In most organizations, the committee is composed of board officers, with the board chairperson as committee chair.
- Staff Relationship:** The chief executive works closely with this committee. Other key staff are involved when their contributions are necessary or appropriate.
- Points to Consider:** The executive committee is the committee most fraught with the potential for controversy. A frequent complaint is that this committee has supplanted the authority of the full board and put the governance of the organization in the hands of a few. Sometimes, as in the case of very large boards, a strong executive board can be an advantage. At other times, as when it takes on a life of its own and fails to maintain appropriate relations with the full board, a strong executive committee threatens the health of the board and of the organization.

If the board is concerned that the executive committee has too much authority, it should determine why. Is the board too large? Is its organizational structure unwieldy? Does the board receive adequate information? Are the other committee working effectively? What safeguards can be put into place to prevent the executive committee from dominating? Is the concept of an executive committee unworkable for this board?

The keys to keeping the executive committee-board relationship smooth and functional are candor and clarity. Even a powerful executive committee can be effective if it operates openly, with the full knowledge and approval of the board. The committee's role should be clearly defined in the boards' operating policies, and the board should issue clear guidelines as to what matters must, without exception, be reserved for full board action.

## **CASA EXECUTIVE COMMITTEE**

**President/Chairman:** \_\_\_\_\_  
**Vice President:** \_\_\_\_\_  
**Treasurer:** \_\_\_\_\_  
**Secretary:** \_\_\_\_\_  
**Other:** \_\_\_\_\_  
**Other:** \_\_\_\_\_  
**Executive Director:** \_\_\_\_\_

**Development Committee**

**Purpose:** The development committee leads the board's participation in development and fundraising.

**Tasks:** The committee develops policies, plans, procedures, and schedules for board involvement in fundraising. It helps educate board members about the organization's program plans and the resources needed to realize those plans. It can familiarize members with fundraising skills and techniques so that they are comfortable raising money. The committee is the board's central source of information about the fundraising climate in general and about the status of CASA's fundraising activities in particular. The committee sometimes sets minimum guidelines for board member contributions and then solicits those contributions. It also plays a strong role in identifying, cultivating, and approaching major donors.

**Board Relationship:** The development committee sets the tone for the board's fundraising endeavors. It works closely with the executive and finance committees.

**Staff Relationship:** The executive director is the staff most actively involved with the development committee.

**Points to Consider:** The development committee should not have to do all the board's fundraising; all board members share this crucial responsibility. The committee's relationship to the staff deserves special attention. The committee usually focuses on board involvement, while the staff creates the overall strategies, procedures, and schedules for fundraising. When the organization has no staff, development committee members must take a more active role.

**Chairperson:** \_\_\_\_\_

**Members:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Nominating Committee**



**Purpose:** The nominating committee determines the composition of the board by identifying, recruiting, and proposing board members. In some organizations, this committee is called the board development or governance committee and has expanded responsibilities, including orientation, continuing education, and evaluation of board members.

**Tasks:** The nominating committee leads the board in identifying the type of board members the organization needs. The committee develops written descriptions of board member responsibilities and creates a plan for identifying prospective members. Once the process is under way, the committee plays an active part in cultivating new board members; screens and interviews candidates; and recommends candidates to the full board for approval. The committee also develops and nominates board officers. In addition, it may plan and conduct orientation for new members, organize continuing education programs that enhance member's knowledge of governance responsibilities in general and CASA in particular, and lead an annual evaluation of individual board members and the board as a whole.

**Board Relationship:** This committee works closely with the board chairperson. If the expanded responsibilities described above are assigned to a separate committee, the nominating committee works closely with it.

**Staff Relationship:** The director should work closely with the nominating committee. He/she has a great deal to contribute to the process of board member selection, from identifying the type of board members the organization needs and cultivating candidates to conducting new-member orientation.

**Points to Consider:** The nominating committee could be considered the most influential board committee because its recommendations can ultimately affect the success or failure of the organization. Unfortunately, in too many organizations, it tends to be the weakest committee, and board selection becomes a haphazard or inbred process. The leadership and composition of this important committee deserve the close attention of the board chairperson and the executive director. A strong nominating committee pays dividends in the form of a stable and effective board.

**Chairperson:** \_\_\_\_\_

**Members:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Finance Committee**

**Purpose:** The finance committee coordinates the board's financial oversight responsibility by recommending policy to the board, interpreting it for the staff, and monitoring its implementation.

**Tasks:** The committee oversees CASA's assets; reviews the annual budget and recommends it to the full board for approval; monitors budget implementation and financial procedures; and reviews monthly financial reports. It may manage the organization's investments, including the endowment, but the board may place these tasks in an investment committee or an individual outside the organization who has special expertise.

**Board Relationship:** As the board's resident experts on financial matters, the members of this committee may work closely with a number of other committees, including the executive, development, audit, strategic planning, and investment committees. They consult with every board committee and communicate with the full board on financial matters.

**Staff Relationship:** The director is the key staff who works with the finance committee.

**Points to Consider:** In most organizations, finance committee members function as advisers and reviewers. The staff, not the finance committee, prepares the draft annual budget and periodic financial statements. In organizations without staff, however, the finance committee is involved in the nuts and bolts of financial management.

**Chairperson:** \_\_\_\_\_

**Members:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Audit Committee**

**Purpose:** The audit committee provides board oversight of CASA's annual financial audit.

**Tasks:** The committee reviews the organization's internal audit and, in larger non-profit agencies, recommends an independent accounting firm to conduct the board's own audit; the firm is approved and appointed by the full board. The committee then meets with the auditors in advance to discuss the process; reviews and evaluates audit reports; and presents and explains the audit to the full board. When an audit reveals the need for improvement in financial management or reporting procedures, the audit committee monitors the implementation of the necessary changes.

**Board Relationship:** The audit committee works closely with the finance committee.

**Staff Relationship:** The executive director is the staff liaison.

**Point to Consider:** In some organizations, the audit committee is a subcommittee of the finance committee.

**Chairperson:** \_\_\_\_\_

**Members:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Personnel Committee**

**Purpose:** The personnel committee advises the executive director on personnel policy issues.

**Tasks:** The committee develops personnel policy guidelines in cooperation with the executive director; recommends the director's compensation to the full board; reviews the annual personnel budget; and may be involved in the policy level in such matters as staff selection and evaluation. The personnel committee also keeps the board informed about labor-related legislative issues at the national, state, and local levels.

**Board Relationship:** The personnel committee may work with the finance committee.

**Staff Relationship:** The director is the staff liaison.

**Points to Consider:** The duties of this committee vary widely, depending upon the organization's structure and its stage in the organizational life cycle. In young organizations, for example, the committee will take a more active role in developing personnel policy and procedures. Many more mature organizations have not found it necessary to have a separate board committee on personnel. In general, this committee must be especially careful to focus its work on policy issues and avoid becoming involved in staff hiring, promotion, and evaluation -- matters that are properly within the purview of the director.

**Chairperson:** \_\_\_\_\_

**Members:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Program Committee**

**Purpose:** The program committee is the link between board and staff on CASA's programs and activities.

**Tasks:** This committee recommends program policy to the full board for approval, sets guidelines for board involvement in program matters, and monitors implementation of the organization's strategic plan with regard to programs. On behalf of the staff, it recommends major program initiatives to the full board for approval and reports regularly on the organization's programs.

**Board Relationship:** The program committee may interact with a number of other committees, including finance and strategic planning.

**Staff Relationship:** The director and key program staff, when appropriate, work with the program committee.

**Points to Consider:** Like other committees, the program committee must restrict its focus to the policy and planning levels. Clarity of board and staff roles is essential. A program committee might be more suitable for a board of a young organization with a small staff and developing program objectives.

**Chairperson:** \_\_\_\_\_

**Members:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**OTHER POTENTIAL STANDING COMMITTEES**

Depending upon the needs of the board and the organization, other committees may be created. They include:

- **Board development committee** - responsible for board orientation, continuing education, growth, and evaluation
- **Strategic planning committee** - coordinates the board's role in the long-range planning process
- **Buildings and grounds (facilities) committee** - represents the board in matters related to physical plant management
- **Public Affairs** - coordinates the board's role in media and public relations and in public advocacy activities

## **BUDGET**

Provide board members with a copy of the program's annual budget. At monthly board meetings, supply updated versions with the most recent revenues and expenditures. The monthly financial statement should be prepared by you and/or the board treasurer and should include a number of basic elements:

1. indication of the period covered by the report
2. the "beginning balance" (which should correspond with the ending balance of the previous month's report)
3. individual listing of all income received during the month, including amount and source
4. individual listing of all expenditures indicating the amount
5. totals for all income and expenditures
6. indication of "ending balance" (sum of "beginning balance" and income minus expenditures)

By reviewing the report, the Board should be able to differentiate personnel costs from other costs and be able to tell if quarterly tax payments have been made on time.

## **FUNDRAISING PROJECTS**

Provide board members with information on upcoming fundraising projects. Members of the fundraising committee should be able to help compile this information. Include the date and location of the project, the tasks associated/help needed, projected expenses, and anticipated revenue.

## **FINANCES**

As board member, you are a legal “trustee” of your organization’s assets—that is, you’re liable for its fiscal health. That’s why monitoring finances is so important.

“Monitoring” is a vague term, but in this case it is made up of four very distinct components. They are...

1. *Setting financial policy.*  
This sounds much more complex than it actually is. Put simply, it means that as a board, you allocate money based on the non-profit’s long-range plan. If a project is of high priority, then more dollars should be funneled into that direction.

2. *Helping to develop and approve the budget.*  
As the end of your fiscal year approaches, the board should communicate to the director what its goal and priorities are for the coming year. Your director will then determine how much money is available, decide generally how it will be spent and make a budget proposal to the board.

When the proposal comes to the board, you should review it carefully, making sure that all planned expenditures are in line with your commission and that nothing has been omitted. If there are no problems, the board will vote to approve the budget. Your director will oversee specific expenses throughout the year.

If the board wishes that changes be made, then you must sit down with your director and, through a give-and-take process, arrive at a budget you both can live with.

3. *Delegating implementation of the financial policies and the budget to your director.*  
It’s your director’s job to spend the money you have budgeted. So once you’ve approved the budget, step back and let him or her take over.

4. *Monitoring financial outcomes.*  
As your director spends the budget, you should pay attention to the outcome—for example, specific expenses that help you meet your goals—rather than focusing solely on when, where and how the money was spent. Board members need to watch the bottom line. You can do this by reviewing financial statements and asking yourself the following questions:

- Are we on target with our planned expenses and revenues?
- Are we financially solvent (money in the bank to pay current expenses)?
- Will we have income to meet future expenses?

## FUNDRAISING



The best way to begin fundraising is to make your own personal donation. Your donation doesn't necessary have to be large, but it does reinforce your commitment to CASA's cause. You'll also be expected to take the initiative in developing new ways to bring money into your organization.

## **The “Big Four” of Raising Money**

There are many ways to go about fundraising as there are non-profit organizations. How your board chooses to raise money will naturally depend on the personality of the board, how much money you'd like to raise, what the funds are for, and your potential donor base. The four basic types of fund raisers include:

1. Annual campaigns.

Revenue earned from an annual campaign is often used to cover expenses over the year.

These campaigns usually involve several steps like direct mail, telephone solicitation and personal contacts.

2. Special events.

These fund raisers are often--but not necessarily always--used to generate money for operational expenses. They are the most creative--and often the most fun to sponsor.

Events can be elaborate or simple, and raise lots of money or just a little--depending on your level of expertise and the type of donors you've targeted.

3. Planned giving.

Funds obtained through planned giving come via life insurance policies and bequests in wills.

They are most often put into an endowment or trust, and used to fund future growth.

4. Capital campaigns.

These campaigns are held intermittently to raise extra funds for special purchases. Since these expenses are generally separated from your normal operating expenses, your campaign should clearly specify what the money will be used for.

## **TEN WAYS A BOARD MEMBER CAN PARTICIPATE IN FUNDRAISING**

1. Make a personal contribution
2. Ask others to give
3. Serve on the development committee
4. Provide information about contacts who are possible givers
5. Solicit for in-kind contributions
6. Serve on the committee for a fundraising event
7. Sell tickets to an event or function
8. Develop fund-raiser strategies
9. Accompany others to help sell the organization
10. Cultivate potential funders

## **FUNDRAISING DIFFICULTIES: COMMON ROOTS OF THE PROBLEM**

- Lack of clarity regarding organizational mission and goals
- Failure to consider funding trends and adopt a long-range development perspective
- Expectation that “start-up” funding will automatically continue
- Failure to solicit support of founding agencies and individuals through donations of funds or contributions of assistance
- Lack of involvement in fundraising efforts by the board of directors = over-reliance on staff
- Failure to look at costs vs. benefits of various funding strategies
- Little diversity within the funding base with over-reliance on a limited number of funding sources
- Failure to gain support of the community through media awareness and educational activities

## **REMEMBER: FUNDRAISING = FRIEND RAISING**

from “Organizational Development for Children’s Advocacy Centers” manual, The Western Regional Children’s Advocacy Center and the Community Resource Center. Additional copies available from the National Network of Children’s Advocacy Centers, 115 Manning Drive, Building D, Suite 202, Huntsville, AL 35801-4341.

