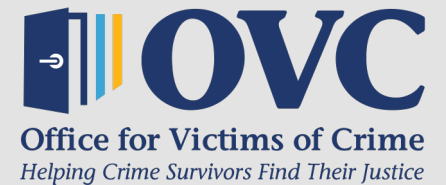


Working with Subrecipient Boards of Directors

2023 National Joint Training Conference for VOCA Victim
Assistance and Victim Compensation Administrators

August 16, 2023



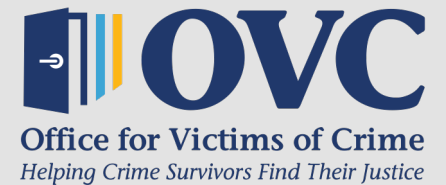
Welcome & Introductions

Kathy Buckley

Pennsylvania Commission
on Crime and Delinquency

Kathleen Demro

Office for Victims of Crime
Training and Technical
Assistance Center



Quick Poll

By a show of hands, who has served on a nonprofit Board?



Brainstorm

What are the top challenges you or your subrecipients are experiencing with boards of directors?

What we will cover today:



Building and diversifying board membership



Delivering foundational and ongoing training to board members



Providing SAA guidance to subrecipient boards on grant-related responsibilities

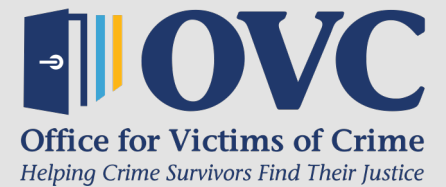


Increasing board involvement, especially in financial management and fundraising

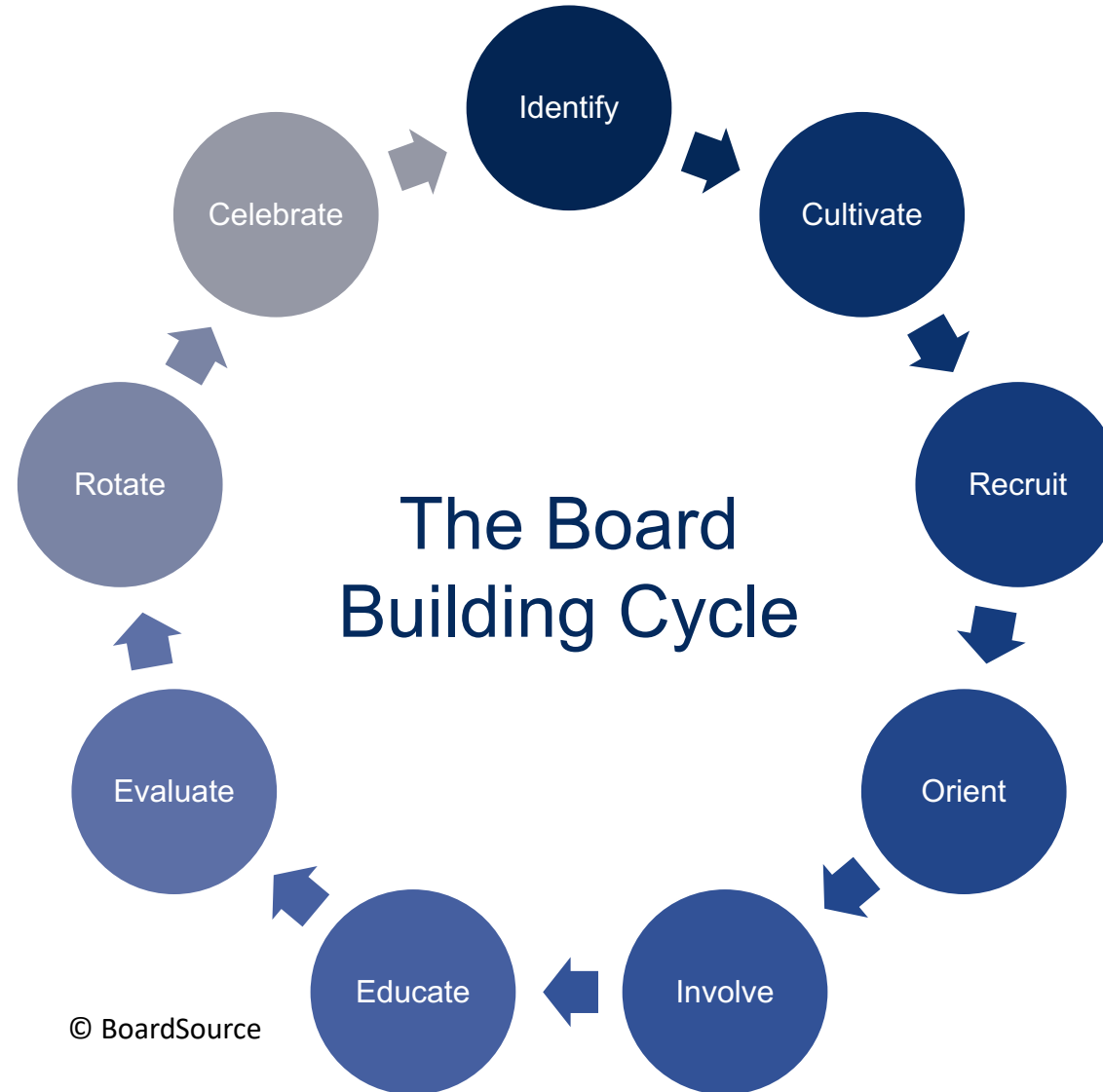


Connecting to tools and resources that SAAs can use to support agency staff and volunteer leadership

Building and Diversifying Board Membership

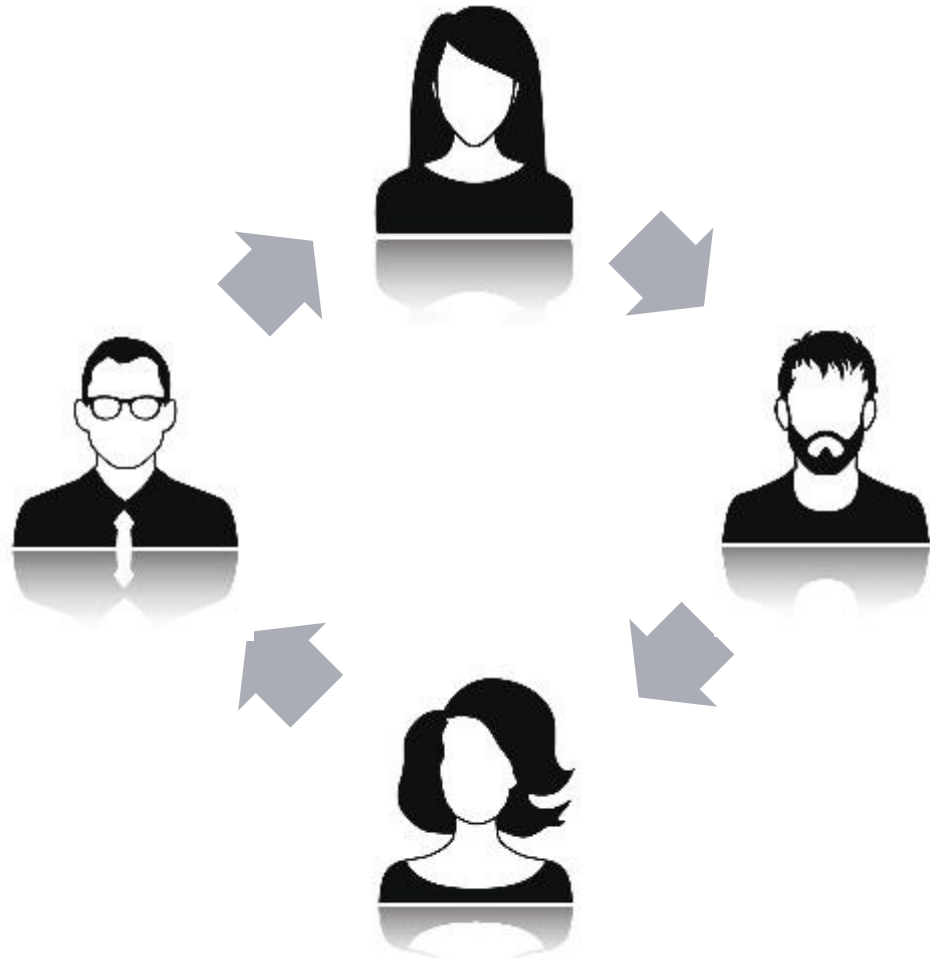


The Board Building Cycle



© BoardSource

Rotating Members



Rotate

Rotating Members: Reasons for Term Limits

- Need batteries to be recharged.
- Need more board members involved in fundraising.
- Need new talents or ideas.
- Need to move low performing members.
- Need younger members (term limits).



Identifying Qualities of Candidates

Leadership Expertise	Resources	Community Connections	Personality Style (Introvert or Extrovert)	Age	Gender	Race/ Ethnicity

Identifying Qualities of Candidates (continued)

- Represents the population it serves.

Identifying Qualities of Candidates (continued)

- Represents the population it serves.
- Represents age, gender, and ethnic/racial diversity.

Identifying Qualities of Candidates (continued)

- Represents the population it serves.
- Represents age, gender, and ethnic/racial diversity.
- Represents rural and urban diversity.

Identifying Qualities of Candidates (continued)

- Represents the population it serves.
- Represents age, gender, and ethnic/racial diversity.
- Represents rural and urban diversity.
- Represents differing religions, political views, or people with disabilities.

Identifying Qualities of Candidates (continued)



Finding Sources for Candidates



Cultivate

Finding Sources for Candidates (continued)

Social Media



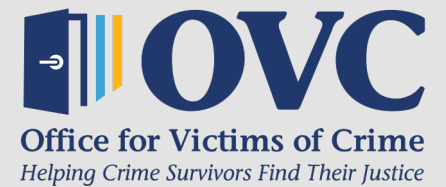
Local Community Postings



Web Postings



Training for Board Members



Orienting Board Members



CONFIDENTIAL



Orienting Board Members (continued)



Keeping the Board Committed



What should be included in board education?



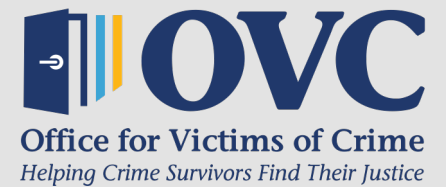
Keeping the Board Committed (continued)



Keeping the Board Committed (continued)



SAA Guidance to Subrecipient Boards



SAA's Working with Subrecipients and Board of Directors

Why Should SAA's Be Concerned about Board of Directors?

- SAA's have a vested interest in well-functioning board of directors
- Well-functioning Board of Directors directly impact effective service delivery to victims/survivors of crime.
 - They set the mission and vision
 - Oversee the Executive Director
 - Fundraise
 - Financial Oversight
 - Strategic Planning
 - Ambassadors for the agency/organization
 - Etc.
- Victims/survivors receive trauma informed direct services and resources they need

Board of Directors

- Agencies that sustain quality services to victims/survivors and retain experienced staff achieve this through fostering a positive, empowering and trauma-informed work environment.
 - Effective communication among all staff.
 - Adequate resources to maintain services.
 - Pro-active problem resolution.
 - Clear delineation of roles and responsibilities
 - Maintenance of positive staff morale.
 - Effective organization of administration and services.
 - Consistent application of office policies and practices.
 - Coordination of a formal or informal support system for staff to reduce vicarious trauma and burnout.
- We all know the positive outcomes of a well functioning board of directors and a well-run non-profit organization.

Lack of Governance by Board of Directors

- When non-profit agencies/organizations struggle financially and/or programmatically, it very likely is attributable to ineffective governance by the board of directors.
- What happens?
 - Increase in staff turnover
 - Victim/survivor complaints
 - Staff complaints
 - Late and/or inaccurate program & fiscal reports
 - Fraud, embezzlement
 - Etc.
- All the above impact the number of victims/survivors served and quality of services provided.

SAAs & Board of Directors

- SAAs focusing on the importance of subrecipient board of directors emphasizes their value
- What we can do:
 - Create a Program Standard that funded non-profits must abide by that provides expectations regarding Governance of Non-Profit agency
 - Bylaws; Size & Duties of Board Membership; Fiduciary Oversight; etc.
 - Require Non-Profit agencies to submit information as part of their grant application
 - List of Board of Directors, Board positions, profession and contact info
 - Copy of by-laws,
 - Copies the last 3 Board meeting minutes
 - A written statement that a checking account for subgrant funds will be arranged so that at least two signatures are required for issuance of checks, and a list of those individuals who have such authority.
 - Articles of incorporation

SAAs & Board of Directors

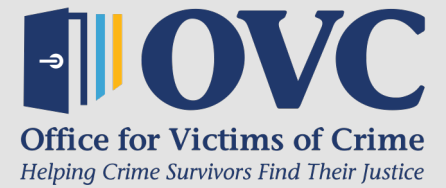
- Have Board President sign grant award letter
- Attend Board Meetings to discuss issues/concerns
 - Communicate corrective action plan
- Work with state coalitions
 - Be on the same page and work together as a team to address issues with non-profit agency
 - Attend Board Meetings together

SAAs & Board of Directors

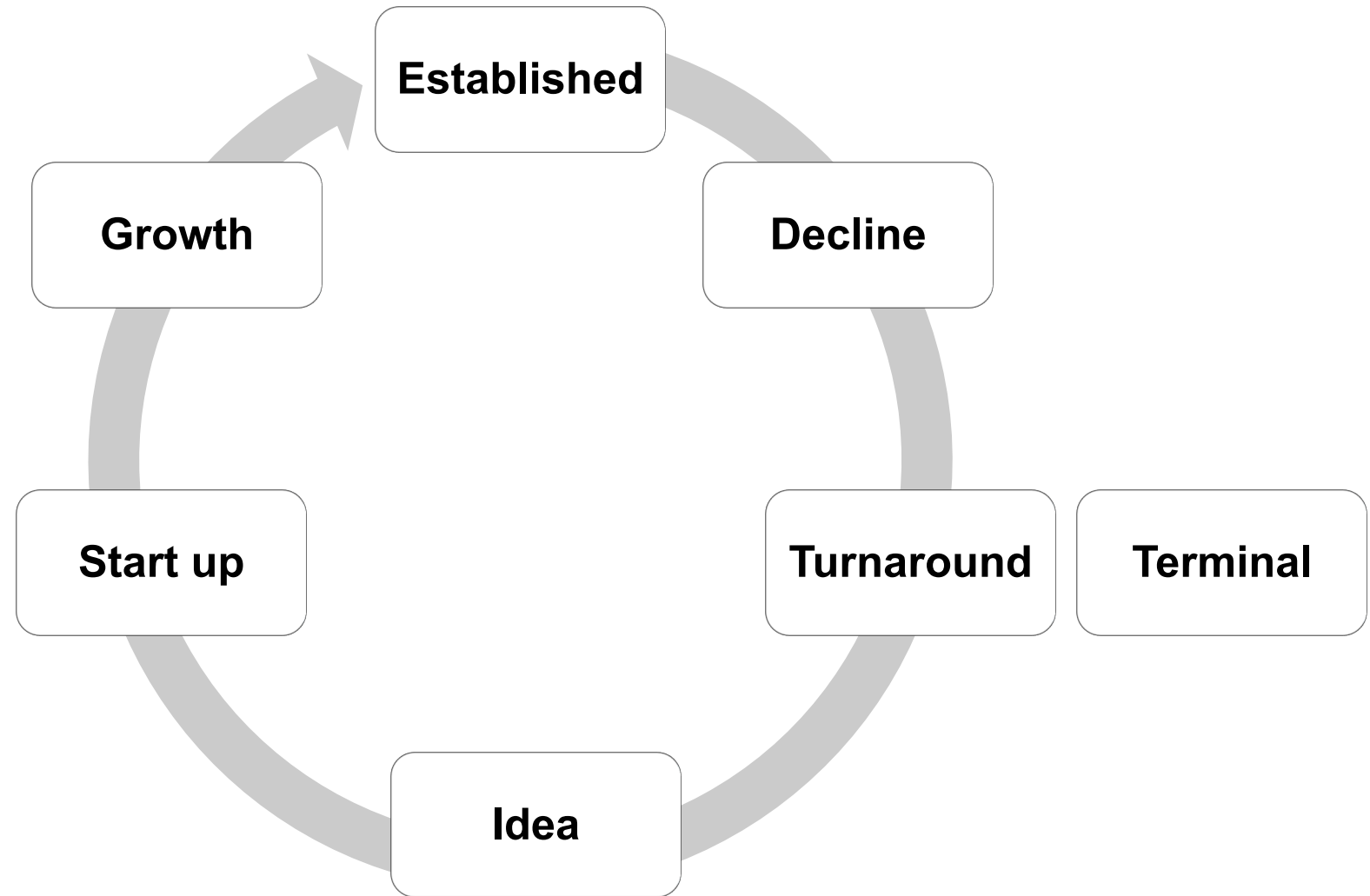
- Provide information and resources to the Board
 - Conduct trainings in conjunction with state coalitions
 - Provide information to access training
 - OVC TTAC [NVAA: Developing and Managing a Board of Directors | How We Can Help | OVC TTAC](#)
 - free board development resources specific to nonprofit boards.
<http://www.resource-sharingproject.org/e-learning-course-boards-directors>
 - Board of Directors toolkit that was developed for domestic violence and sexual assault boards:
<http://www.resource-sharingproject.org/board-directors-toolkit-nonprofit-sexual-assault-and-domestic-violence-organizations>
 - BoardSource—provides tools, resources and research data to increase board effectiveness [Homepage – BoardSource](#)
- Make training and technical assistance a special condition of grant funding if Governance issues continue

- Other approaches that SAA's have utilized to address Board of Director concerns?

Increasing Board Involvement



Life Cycle of Nonprofit Organizations



Based on: Nonprofit Lifecycles: Stage-Based Wisdom for Nonprofit Capacity,
Dr. Susan Kenny Stevens, 2002

Top Ten Board Responsibilities

1. Determine Mission and Purpose
2. Build Organizational Foundation
3. Hire, Support, Oversee the Chief Executive
4. Develop Strategic Plan
5. Ensure Legal and Ethical Integrity
6. Ensure Fiscal Responsibility
7. Serve as Community Ambassadors
8. Recruit New Board and Evaluate Board Performance
9. Assure Quality
10. Build Organizational Capacity

Determine Mission and Purpose



Build and Maintain Organizational Foundation

- The board must guarantee that basic infrastructure is in place.
- The board establishes policies to:
 - Ensure sound operations
 - Ensure the health and vitality of the organization
 - Minimize risk
 - Comply with federal, state, and local laws
 - Maintain the public trust

Oversee the Chief Executive



Oversee the Chief Executive (continued)

Board
Responsibilities
Include:



Hiring the top staff executive

Supporting the CEO

Evaluating Performance

Ensuring adequate compensation

Planning for succession

Why Boards Micromanage



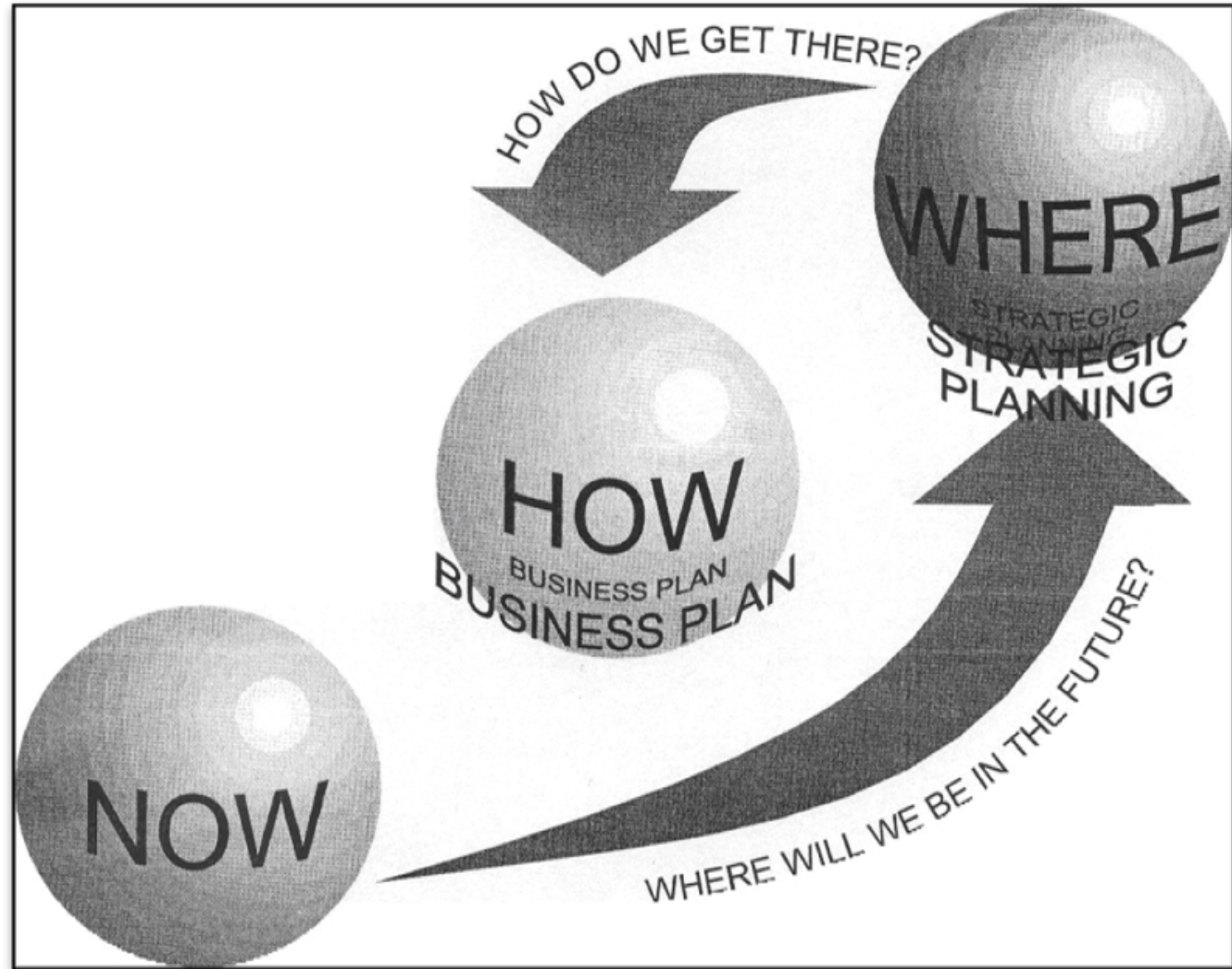
Micromanagement Reduction Strategies

Board members categorize agenda items according to whether:

- it is a staff responsibility,
- it is a past item that has already happened, or
- the agenda item pertains to the organization's values, mission, or vision.



Develop the Strategic Plan



Ensure Legal and Ethical Integrity

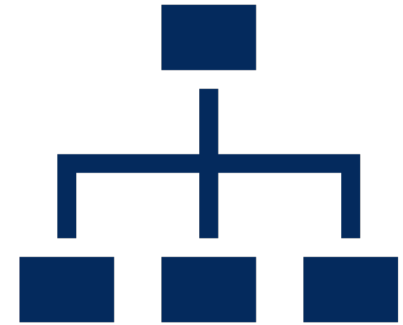
Boards are:



The legal **guardians** of nonprofits.



Granted the **authority** to make decisions on behalf of the nonprofit.



Held **accountable** for organizational performance.

Legal Standards for Board Members

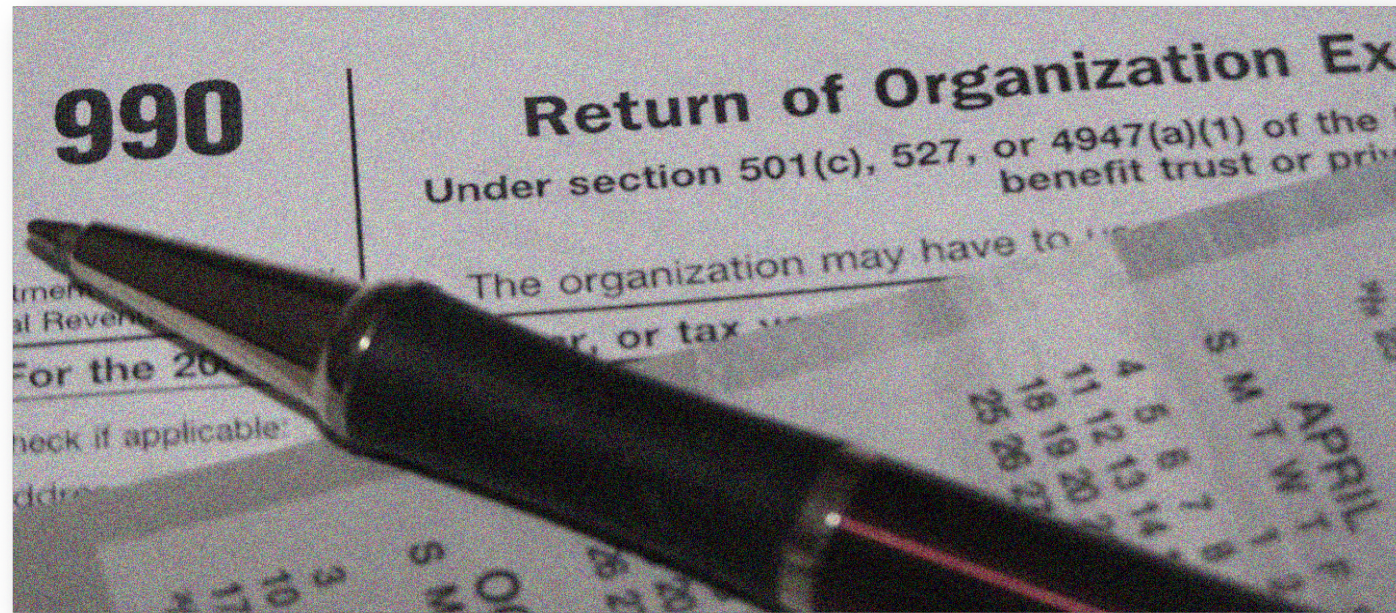


Duty of Care



Duty of Loyalty

Ensure Fiscal Responsibility



Board Member's Role in Fundraising



DONATE



Participate in fundraising activities



Provide names of potential donors



Personalize annual appeal letters



Thank donors (notes, phone calls, etc.)



Assist with grant writing (in start-ups)



Connect the organization with fundraising experts

Serve as Community Ambassador



Recruit New Board Members and Evaluate Board Performance



- Recruitment
- Orientation
- Assessment

Assure Quality



Strive for clear outcome measures, guided by the strategic plan



Align resources with the mission and current priorities



Enable staff, volunteer, and committees to do the day-to-day work



Keep up with external trends and changes

Build Organizational Capacity



Resource expansion



Efficiency tweaking

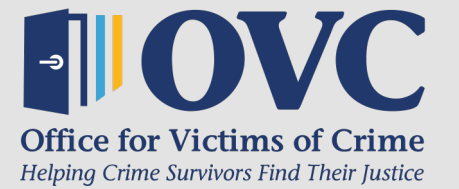


In-kind services



New roles for volunteers

Tools and Resources



Your gateway to training and technical assistance for victim service providers and allied professionals who serve crime victims.



OVC TTAC

Office for Victims of Crime
Training & Technical Assistance Center

And how OVC
TTAC has
responded:



Accessing a full
range of TTA to
meet a variety of
challenges



Blended online
learning



Learning
communities &
collaboratives

Working with all subrecipients or a subset

1

- Customized TTA provided to an individual subrecipient agency

2

- Customized TTA provided to all subrecipients or a specific group of subrecipients

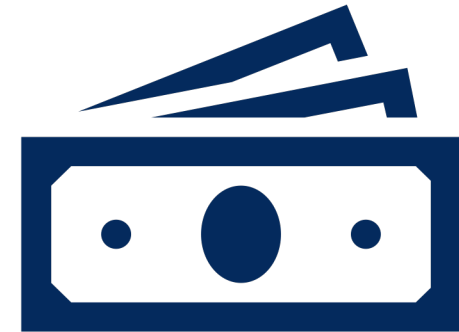
Customized TTA provided to an individual subrecipient agency:



Timekeeping

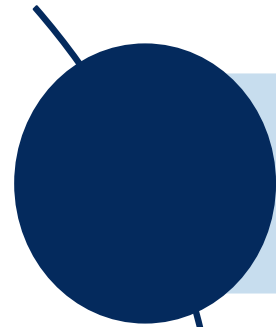


Timely and accurate reporting



Cost allocation

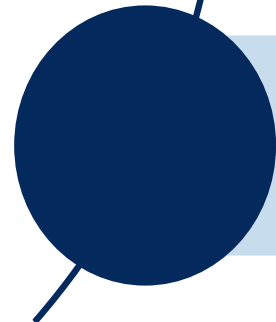
A few caveats:



A partner, never a substitute



Principles, best practices, concepts



OVC review

Developing and Managing a Board of Directors



Blended Learning Approach: The training is delivered using a blended learning approach—a combination of highly interactive, self-paced training and collaborative, facilitated webinars.

Length of Training: 3 weeks, with a weekly webinar session that lasts 75 minutes supplemented by readings and resources, homework, discussion forum.

Space is Limited to 100 participants BUT VOCA SAAs can request priority seating for subrecipients: We limit the number of participants for NVAA trainings to 100 to ensure quality instructor-participant interaction.

New Board Member Orientation for Victim Service Organizations

New Board Member Orientation for Victim Service Organizations



New Board Member Orientation for Victim Service Organizations

Introduction to Board Service and Responsibilities



By the end of this module you will be able to—

- Identify reasons why you chose to join the board of directors for a victim service organization.
- Define the key roles, responsibilities, and duties of individual board members within a victim service organization.
- Identify relevant funding restrictions and regulations and how they impact victim serving organizations.

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Historical Context and Foundational Principles of Victim Service Organizations



By the end of this module you will be able to—

- Identify key events in the history and development of the victims' rights movement.
- Recognize the characteristics and importance of trauma-informed policies and procedures.
- Recognize how adopting an approach that includes both cultural competence and cultural humility helps increase service accessibility for underserved crime victims.

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A Reminder:

- **MYVOCA Resources-www.ovcttac.gov/myvocaresources**

MYVOCA RESOURCES

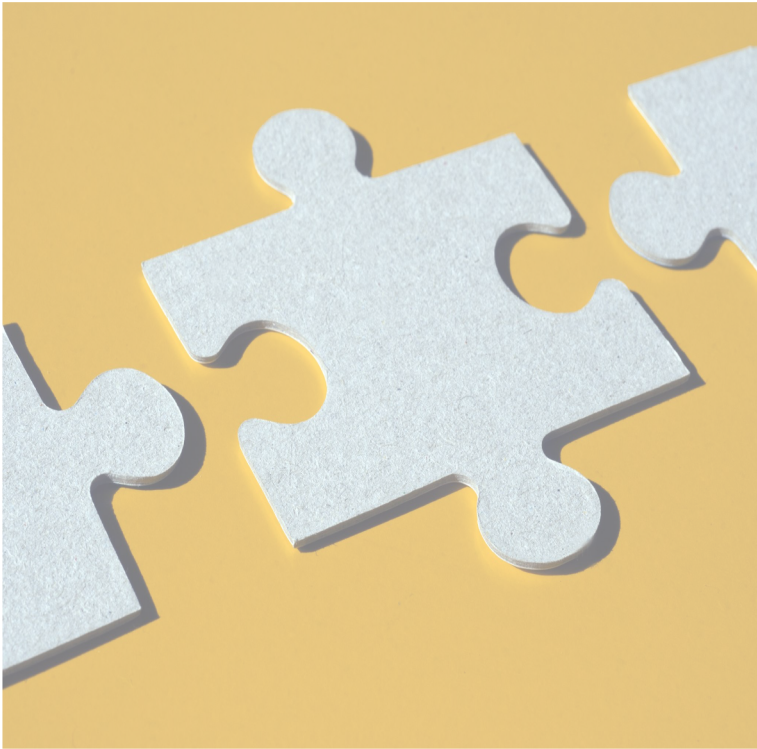
WELCOME	MONITORING TOOLKIT	POLICIES AND PROCEDURES LIBRARY	PLAIN LANGUAGE COMPENSATION MATERIALS	TRAINING	MENTORING PROGRAM	ASK ABOUT TTA	Q&A SESSIONS
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Welcome to MyVOCA Resources, a dedicated section of the OVC TTAC website for VOCA administrators and other staff of State Administering Agencies. This one-stop site offers direct access to all of the OVC resources created to help you administer crime victim compensation and respond better to the needs of VOCA subgrantees in your state.

The [Monitoring Toolkit](#) includes consolidated information, convenient links, and customizable templates to help states build their capacity to monitor subrecipients effectively, from planning and risk assessment to conducting desk reviews and onsite visits.

Technical Assistance



- Work with agency board to engage them in the work
- Train additional staff, board, and stakeholders
- Facilitate sustainability assessment
- Assist in identifying priorities and developing sustainability plan
- Assist with building capacity in an agency's priority domain/s



Evaluation QR Code

https://www.research.net/r/CTA_VOCASubBoardDirectors_Aug23



Thank you!



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- (1-866-OVC-TTAC)
- www.ovcttac.gov