

**NORTHEAST INSTITUTE FOR QUALITY**

**COMMUNITY ACTION**

**BOARD RECRUITMENT AND DEVELOPMENT**

**RESOURCE TOOLKIT**

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**July, 2012**

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**Northeast Institute for Quality Community Action: Sample CAA Board Member Position Description**

**Position: Volunteer Board Member**

**Basic Function: To advance the agency’s mission of community action by the development and oversight of resources, plans and policies which address pressing community needs and assures that the management of agency assets conforms with applicable legal and ethical best practice standards.**

**Board Duties and Responsibilities:**

* ***Formulates and approves policies which promote the achievement of the agency’s mission and guides management operations.***
* ***Hires, annually evaluates and, as necessary, discharges the agency’s Executive Director or Chief Executive Officer.***
* ***Establishes Strategic Organizational goals and monitors achievement.***
* ***Recruits and Elects members and Officers.***
* ***Approves agency budgets and oversees the prudent management of agency assets and finances.***
* ***Approves the establishment of all agency programs and evaluates their effectiveness in meeting community needs using ROMA standards.***
* ***Assists in raising funds needed to develop and maintain the fiscal health of the agency***
* ***Provides support, counsel and assistance to agency management.***
* ***Attends and actively participates in all Board and assigned Committee meetings.***
* ***Carefully reviews all materials and information circulated in anticipation of Board deliberations and decision-making.***
* ***Always acts in the best interest of the agency and behaves in a manner that conforms to agency policies regarding loyalty, ethical behavior and conflict-of-interest.***
* ***Becomes familiar with agency Bylaws, policies and Rules of Procedure to facilitate appropriate and effective Board decision-making.***
* ***Avoid unauthorized and inappropriate interaction with agency employees, volunteers and consumers.***
* ***Makes every effort to understand the needs of the community and act as an ambassador in marketing the agency to key stakeholders.***
* ***Participates in both trainings and periodic assessments of Board effectiveness in order to improve productivity and participation***

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**NORTHEAST INSTITUTE FOR QUALITY COMMUNITY ACTION**

**SAMPLE CAA BOARD MEMBER NOMINEE APPLICATION**

NOTE: Customize Application with Agency Name, Logo, Contact Information.

**Thank You** for your interest in joining the (Agency Name) Board of Directors. Please answer the following questions, and feel free to add any other information that will help us get to know you better. Please submit information to:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ no later than\_\_\_\_\_\_\_\_\_.

**Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

First MI Last Nickname

Address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

No. Street City State Zip code

Phone: Home:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Cell:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Fax:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Employer**

Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your Title:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Email:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Fax:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Type of Business or Organization:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Please list the boards and committees that you currently or have served on** (e.g., civic, business, community, fraternal, political, professional, recreational, religious, and social):

**Organization Role/Title Dates of Service**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Skills, knowledge and experience profile** (Please check all that apply):

\_\_Finance, Accounting \_\_Education

\_\_Personnel, Human Resources \_\_Legal

\_\_Administration, Management \_\_Health-Human Services

\_\_Nonprofit Experience \_\_Fundraising-Development

\_\_Community Organization-Leadership \_\_Information Technology

\_\_Policy Development \_\_Construction - Facilities Mgt.

\_\_Program Evaluation-Research \_\_Advocacy

\_\_Marketing and Communications \_\_Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**What Sector of Board Membership would best describe you?**

\_\_\_\_\_\_\_\_**Low-Income Community Sector**: Must be or will need to be democratically selected by individuals who meet low income guidelines or by a group or organization that is governed primarily by low income members.

\_\_\_\_\_\_\_\_**Private Sector**: Represents business, religion, education, law enforcement, legal, labor, and other groups and professions.

\_\_\_\_\_\_\_\_**Public Sector**: An elected or appointed public official or individual nominated to represent a public official.

Are you familiar with the mission and work of (Agency)? Yes\_\_\_\_ No\_\_\_\_

If yes, please explain:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Based on your experience, what are the 3 most important responsibilities of a Board Member?

1.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How do you think (Agency)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ will benefit from your involvement on the

Board? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Please share any additional information which you feel would be helpful to the (Agency) NominatingCommittee:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If available and you are willing, please attach a copy of your resume to this Application

**Thank you for your interest. Please forward this completed Application to:**

** Northeast Institute for Quality Community Action**

**Sample Board Nominee Screening Criteria**

* **Candidates should demonstrate the personal qualities of integrity, loyalty, fairness and objectivity necessary to promote the reputation, mission and goals of the agency.**
* **Candidates should possess the requisite diversity of knowledge, skills and experience (e.g., finance, strategic planning, community needs awareness, legal, governance, fundraising, marketing, advocacy, and labor/management understanding) needed to promote the agency’s mission and both support and oversee agency management.**
* **Candidates should be independent: 1. At least 5 years have elapsed since the candidate was employed by the agency or a member of the candidates family was employed by the agency, 2. At least 5 years have passed since the candidate or a member of his/her family has had a personal services or consulting contract or agreement or received any direct or indirect compensation or gifts from the agency, 3. Neither the candidate nor anyone in the candidate’s family was an employee or officer of a private or nonprofit corporation which the agency has made or received payments or property, services or products from within the last 5 years.**
* **Candidates should reflect the geographic, ethnic, racial, cultural and religious diversity of the communities the agency serves.**
* **Candidates should be willing to commit to attending Board and Committee meetings except for circumstances of emergencies or unavoidable conflicts.**
* **Candidates should have the willingness and ability to assess management performance and be able to distinguish the role of the agency’s Board from management.**
* **Candidates should agree to become familiar with and abide by the agency’s Code of Ethics, Conflict-of-Interest and Waste, Fraud and Abuse Reporting policies and procedures.**
* **Candidates should be willing to actively participate in Board member Orientation and training programs.**
* **Candidates should demonstrate a track record of leadership and ethical behavior which will positively reflect on the reputation of the agency.**
* **Candidates should be willing to contribute and assist the agency generate self-support revenue (i.e. fundraising, etc).**

**NORTHEAST INSTITUTE FOR QUALITY COMMUNITY ACTION**

**Draft Low Income Sector Representation Certification Letter**

**On (INSERT DATE) (NAME OF CANDIDATE) was democratically selected by a vote of the**

**(AGENCY NAME BOARD, COUNCIL, COMMITTEE, ETC.) to serve as the Low Income**

**Representative on the (NAME OF AGENCY) Board of Directors. Further, we confirm that**

**(NAME OF CANDIDATE) currently resides in the area(s) served by (NAME OF AGENCY).**

**Signed:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Name (Printed):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Title:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**NORTHEAST INSTITUTE FOR QUALITY COMMUNITY ACTION**

**DRAFT PUBLIC SECTOR BOARD NOMINATION LETTER**

**(On Public Agency Letterhead)**

**To Whom it May Concern,**

**I (Public Official Name and Title) nominate (Name of Candidate and Title as appropriate ) to represent me as a Public Sector Representative on the (Name of Community Action Agency’s) Board of Directors. This action is taken to meet federal and state Community Services Block Grant regulatory requirements as well and promote communication and collaboration in policy development and service delivery to low income community residents. The term of Board service for (Name of Candidate) will be consistent with (Name of Agency) Bylaws however, it is understood that service can only extend for the period that I serve in public office.**

**Sincerely,**

**Official’s Signature and Date**

 **Northeast Institute for Quality Community Action**

**Sample Community Action Agency Board Manual/Handbook.**

**Overview.**

**Board Manuals are a useful resource to help new Board members quickly become familiar with agency Board, management and service operations. For new and veteran members the Manual is a useful reference source to help address questions that may arise during a members’ term of service. The receipt and use of a Manual assists Board members understand and exercise their “Duty of Care” obligations.**

**The Board Manual should be presented to new members in a durable and attractive binder with a Table of Contents and labeled Sections at the time or their Orientation to the agency. The binder should lend itself to ease of update so the information remains current throughout the member’s agency service.**

**The following information may be included in the CAA Board Manual:**

**TABLE OF CONTENTS.**

**SECTION 1. CONTACT INFORMATION AND MEETING CALENDAR.**

* **Board Member Roster with Officers and Committee Chairs identified.**
* **Board Meeting Dates, Times and Locations for the Current Year.**
* **Contact Information for the Agency and the Executive/CEO.**

**SECTION 2. LEGAL DOCUMENTS.**

* **Agency Articles of Incorporation**
* **Agency Bylaws**
* **CSBG Regulations\***
* **OCS IM 82\***
* **IRS Determination Letter.**
* **Other State/Federal Laws or Regulations as needed or appropriate.\***

**SECTION 3. BOARD INFORMATION.**

* **Board Member Job Description.**
* **Listing of Board Officers and Standing or Ad Hoc Committees**
* **Whistleblower Policy.**
* **Ethics and Conflict-of-Interest Policies and Receipt/Disclosure Form.**
* **Board/Officer Liability Insurance Coverage Summary.**
* **Board Member Expense Reimbursement Policy/Procedure.**
* **Agency Fundraising Activities and Board Responsibilities.**
* **Listing of Agency Sites/Facilities.**
* **Scheduled Trainings or Retreats, etc.**

**SECTION 4. AGENCY FINANCES.**

* **Copy of Current Approved Agency Budget.**
* **Most Recent Agency Audit**
* **Most Recent IRS 990 Report.\***

**SECTION 5. OPERATIONS, PLANS AND STRUCTURE.**

* **Copy of Agency Organization Chart.**
* **Copy of Agency Mission Statement**
* **Copy of Abstract of Strategic Plan Goals and Objectives.**
* **Summary Description of Agency Programs by Location.**
* **Web Site Address-Board Portal Access Information.**
* **Customer Service Feedback Summary.\***

**SECTION 6. OTHER INFORMATION.**

* **List of Key Common Terms and Acronyms Definitions.**
* **ROMA Summary Guide.\***
* **Summary: Robert’s Rules.\***
* **Agency Annual Report.\***

**\*Discretionary Item.**

**Northeast Institute for Quality Community Action**

**Community Action Agency Board Mentor Policy Template.**

**Rationale.**

**Joining the Board of a local Community Action Agency (CAA) offers a unique opportunity to address the needs of low income community residents through policy advocacy and the design and delivery of essential service programs. For new Board members the scope and complexity of CAA legal mandates, financing and service operations can be confusing and intimidating. To help new Board members become more comfortable and confident in carrying out their responsibilities agencies may wish to offer a mentor to help provide information and support for up to twelve months. Helping Board members exercise their planning and oversight responsibilities as quickly as possible improves the overall effectiveness and productivity of the agency’s Board.**

**Goal.**

**To design and implement a XXX CAA Board Peer Mentoring Program which will promote the understanding, comfort and productivity of newly elected Board members.**

**Program Design.**

**The Chair of the agency’s Board should either create an ad hoc Committee or assign an existing Standing Committee (e.g., Governance or Nominating) with the responsibility of developing and recommending an agency Board Peer Mentoring Program for adoption and implementation. This template has been prepared to help guide the planning of an agency Mentoring program. The needs of individual agencies can and should dictate the final design of a program. One approach is to develop a more structured, formalized program while another is more informal. Whatever approach is decided upon, the final decision to accept a mentor always is the prerogative of the Board member.**

**Board Peer Mentors.**

1. **Recruitment: Board members with at least X years of experience are eligible to volunteer to serve as Peer Mentors. Board members interested in becoming Mentors should inform the Board Chair or a designee.**
2. **Orientation: Board members volunteering to serve as Mentors will complete a Mentor Profile form (Appendix) and submit it to the Board Chair or designee. A description of the Mentoring Program along with a Mentor Job Description (Appendix) will be provided the Board volunteer. The Chair or the designee will meet with the Mentor applicant to answer questions and confirm interest and commitment.**
3. **Roles and Responsibilities: The Mentor’s role is to offer information and support to help newly elected Board members become productive as quickly as possible. Mentor responsibilities may include:**

* **Reviewing agency history, services, budget, area served organizational structure and “alphabet soup” shorthand of titles, etc.**
* **Informally introducing the member to other Board members and senior staff prior to or following Board meetings.**
* **Offering to be available to review advance information sent to the Board to assure receipt and understanding.**
* **Offering background information on major policy issues, questions , etc. which the Board is deliberating.**
* **Clarifying governance practices and policies.**
* **Answering questions and offering help to assure member meeting attendance.**
* **Explaining Committees and encouraging member participation.**
* **Encouraging attendance and participation in Board trainings.**

1. **Commitment: To provide up to XX hours of support for a new Board member for up to 12 months.**

**Board Mentees.**

1. **Recruitment: All new Board members will be informed of the agency’s Board Peer Mentoring Program at their agency Orientation Meeting. Information describing the Program will be included in the Board Manual distributed to all new members. New Board members may request to be partnered with a Mentor at the Orientation meeting or by contacting the Board Chair or designee at any time during the first X months of their service.**
2. **Orientation: If the new Board member has any questions about the Mentor Program which remain following the Orientation meeting she/he may contact the Board Chair or designee for more information. Mentee’s will complete and submit a brief Profile Form (Appendix) to the Chair/ designee which will identify information needs, questions, etc. and contact information/preferences.**

**Mentor Matching.**

**The Board Chair or designee will, following review of submitted Mentor and Mentee Profile information, partner a Mentor to each new Board member requesting support. The Chair/designee will inform both parties of the match and request the Mentor to immediately contact the assigned Mentee.**

**Either party may, at any time, terminate the match and inform the Board Chair/designee of their decision.**

**Evaluation.**

**At the conclusion of the match both the Mentor and Mentee will be provided an Evaluation Form with a request to complete the form and submit it to the Board Chair/designee. Evaluations will be reviewed on an annual basis to determine if improvements can be implemented in the Peer Mentor Program.**

** NORTHEAST INSTITUTE FOR QUALITY COMMUNITY ACTION**

**Sample CAA Board Assessment Tool**

***Please circle the rating which best reflects your response to the following statements:***

**1. Strongly Agree 2. Agree 3. Disagree 4. Strongly Disagree NS: Not Sure**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| *The agency has a written mission statement which Board members understand and routinely consider when establishing organizational plans, policies and investment priorities.* | **1** | **2** | **3** | **4** | **NS** |
| *The size and composition of the Board meets both agency Bylaw and Federal/State CSBG and other applicable regulatory/legal standards.* | **1** | **2** | **3** | **4** | **NS** |
| *Board members reflect a diverse array of experience, expertise and community representation which helps the Board make more thoughtful and informed decisions.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board has been offered training to address members interests, needs as well as promote Best Practices in agency governance.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board does a good job of recruiting, nominating, electing and orienting new Board members on a timely basis.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board receives meeting notices, agendas, minutes and relevant information at least 5-7 days in advance of Board meetings.* | **1** | **2** | **3** | **4** | **NS** |
| *Board meetings are focused on broader issues of policy formulation, strategic planning and management oversight rather than procedural issues, administrative details or simple information reporting.* | **1** | **2** | **3** | **4** | **NS** |
| *The roles and responsibilities of the Board and the agency’s Executive are clear and respected.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board completes a timely, annual written appraisal of the performance of the agency’s Executive/CEO.* | **1** | **2** | **3** | **4** | **NS** |
| *Board member meeting attendance reflects a strong collective commitment to promoting the mission and goals of the agency.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board has approved an updated agency Strategic Plan and progress in implementing the Plan is reviewed on at least an annual basis.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board approves an annual organizational operating budget prior to the start of a new corporate fiscal year.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board routinely receives and reviews timely, accurate and understandable financial reports throughout the year including an independent Annual Audit and IRS 990 Report.* | **1** | **2** | **3** | **4** | **NS** |
| *Board members have received, signed and comply with agency Ethics and Conflict-of-Interest policies.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board is knowledgeable about agency programs and receives reports assessing performance based on ROMA goals and standards.* | **1** | **2** | **3** | **4** | **NS** |
| *Board Committees are active and contribute to the overall effectiveness and productivity of the Board.* | **1** | **2** | **3** | **4** | **NS** |
| *The Board acknowledges and exercises its responsibilities to assist in agency marketing and fundraising.* | **1** | **2** | **3** | **4** | **NS** |
| *Board meetings make the most productive use of member’s time and afford opportunities for members to share ideas and opinions.* | **1** | **2** | **3** | **4** |  |
| *The Board has taken action to assure the agency has adequate risk management and control policies in place.* | **1** | **2** | **3** | **4** | **NS** |
| *Overall, my experience as a Board member has been both positive and productive.* | **1** | **2** | **3** | **4** | **NS** |

***In your opinion, what 3 actions could be taken to improve the performance and productivity of the Board during the next year?***

1. ***\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***
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***Could the performance of the Board be improved with training focused on addressing specific needs? If so, what are some the needs which you feel should be addressed during the next year?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

***\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

***Is there any way you feel the agency could make more effective use of your time and talents?***

***Yes\_\_\_\_\_\_\_\_ No\_\_\_\_\_\_\_\_\_ Not Sure\_\_\_\_\_\_\_\_\_***

***If Yes, please explain:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

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***Any Other Suggestions for Improving Board Effectiveness?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

***Board Member Name (Voluntary): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

***Thank you for your continued interest and support. Please forward to:***

** NORTHEAST INSTITUTE FOR QUALITY COMMUNITY ACTION:**

**CAA Board Member Profile Chart.**

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| ***Candidates***  ***Characteristics***  ***\*Current Member***  ***+Vacancy*** | ***Fiscal*** | ***Community Diversity &***  ***Experience*** | ***Specialized Knowledge e.g., Legal*** | ***Fund Raising - PR*** | ***Community Leadership*** | ***Other***  ***Qualities*** |
| ***Public Sector Candidate Names*** |  |  |  |  |  |  |
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| ***Low Income Sector:***  ***Candidate Names*** |  |  |  |  |  |  |
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| ***Private Sector***  ***Candidate Names*** |  |  |  |  |  |  |
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