As a driver for Little Dixie transit system, Andrenna Baldwin understands that she is often the only person many of her elderly passengers get to interact with. She knows that many of them are lonely. “I like to talk to my passengers from the beginning of the stop to the end,” Andrenna says. “I like to let them know I care about what they need.”

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Public Transit’s Economic Impact on Oklahoma Economy

\[
\text{Direct Economic Impact of Public Transit on Oklahoma’s Economy} = \$264.84 \text{ million per year}
\]

\[
\text{Transportation Cost Savings} = \$134.09 \text{ million}
\]

\[
\text{Public Transit’s Economic Impact on Oklahoma Economy} = \$816.06 \text{ million per year}
\]

\[
\text{Out-of-Pocket Cost Savings} = \$99,695,426
\]

\[
\text{Accident Cost Savings} = \$20,296,318
\]

\[
\text{Economic Value of Travel Time Savings} = \$8,458,816
\]

\[
\text{Emissions Cost Savings} = \$5,639,065
\]
Anna Earley lives with neuropathy in her feet that seriously limits her mobility and doesn't allow her to drive. Relying on public transit means Anna can go to the grocery store and, most importantly, to her doctor's appointments. "I just couldn't make it to the doctor if I couldn't ride the bus," she said. Getting out and about isn't the only benefit Anna gains from public transit. "What I really like about the bus is the people, the drivers and dispatcher," she explains. "They are my godsend as far as conversation, I have somebody to talk to."

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Living with a disability, Barbara Hill uses Little Dixie Transit to go grocery shopping and to pay her bills. "If I didn't have Little Dixie, I wouldn't have any transportation," Barbara says. "I enjoy it too because I sightsee and I meet people and converse with them and enjoy them." Barbara says she is very appreciative of the Little Dixie drivers as well. "They are very courteous and make sure that I don't fall because I can't walk that good," she adds.
Public Transit's Economic Impact on Oklahoma Economy

= $816.06 million per year

Transportation Cost Savings

<table>
<thead>
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<tr>
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<tr>
<td>Transportation</td>
<td>$134.09 million</td>
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<tr>
<td>Indirect Impact</td>
<td>$416.13 million</td>
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</table>

Direct Economic Impact of Public Transit on Oklahoma's Economy = $264.84 million per year

<table>
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<tr>
<th>Sector</th>
<th>Impact</th>
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<tr>
<td>Education</td>
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<td>Retail</td>
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<tr>
<td>Work</td>
<td>$134.36 million</td>
</tr>
<tr>
<td>Other</td>
<td>$1.64 million</td>
</tr>
</tbody>
</table>
Corrow Gilmore needs public transit to get to dialysis three times a week. She's able to get to her appointments thanks to Little Dixie Transit. "If I didn't have Little Dixie I would panic, I would be terrified because I don't have no other way of getting there," she said. In fact, public transit is the only way Corrow and her twin sister are able to get around. "They help me in and out of the van, carry bags into the house for me," Corrow says. "They treat you right."

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Confined to a wheelchair, Little Dixie Transit opens up opportunities for Diana Butler and gets her to places she wouldn't otherwise be able to visit. "It's just a really good thing to have," Diana says. "If I didn't have Little Dixie, I wouldn't be doing anything but just hanging around my area which is just a few blocks. Little Dixie makes sure that I get to places that I wouldn't be able to otherwise because I can't walk." Diana's children live in Texas and knowing that she has Little Dixie to get her places gives them a peace of mind. "They are scared of me being by myself," Diana says. "But because I have Little Dixie, I'm not alone."

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Public Transit's Economic Impact

Source: Oklahoma State University, Spears School of Business

**Public Transit’s Economic Impact on Oklahoma Economy**

- **Direct Impact**: $264.84 million
- **Transportation Cost Savings**: $134.09 million
- **Indirect Impact**: $416.13 million

**Direct Economic Impact of Public Transit on Oklahoma’s Economy = $264.84 million per year**

- **Education**: $9.69 million
- **Retail**: $102.52 million
- **Healthcare**: $16.43 million
- **Work**: $134.36 million
- **Other**: $1.84 million

**Trips by Purpose (%)**

- **Work**: 6%
- **School/Daycare**: 4%
- **Shopping/Errands**: 15%
- **Social/Recreational**: 74%
- **Medical/Dental**: 74%
- **Other**: 74%

**Transportation Cost Savings = $134.09 million**

- **Out-of-Pocket Cost Savings**: $99,695,426
- **Accident Cost Savings**: $20,296,318
- **Economic Value of Travel Time Savings**: $8,458,816
- **Emissions Cost Savings**: $5,639,065
Frances Pierce is a driver for Little Dixie Transit and she understands that her role is more than just getting people from point A to point B. "What I like about being a driver is the interaction with the people, we get to talk about their lives and I get to tell them about my life," Frances explains. "Most don't have anyone to talk to daily and they need someone to talk to." While her primary role is to get people where they need to go and back home again, the interaction is equally as important. "We get a little one-on-one and that's good," she says.

Meet More Faces at OkFacesOfTransit.com
Public Transit's Economic Impact on Oklahoma Economy
= $816.06 million per year

Direct Economic Impact of Public Transit on Oklahoma's Economy = $264.84 million per year

- Direct Impact
- Transportation Cost Savings
- Indirect Impact

Out-of-Pocket Cost Savings - $99,695,426
Accident Cost Savings - $20,296,318
Economic Value of Travel Time Savings - $8,458,816
Emissions Cost Savings - $5,639,065

Transportation Cost Savings = $134.09 million

74% Other
15% Medical/Dental
4% Social/Recreational
6% Shopping/Errands
4% School/Daycare
10% Work

Trips by Purpose (%)
Relying on Little Dixie Transit helps Glenda Yancey maintain her lifestyle, including making sure she’s able to get to Idabel to get her hair cut. "That's very important to me," she says. "I have family but they work and by the time they get off, everything’s closed so I depend upon Little Dixie." Glenda says she really appreciates the ease and convenience that Little Dixie offers her. "I do have a neighbor that probably could take me but it's much easier for me to call Little Dixie because I can go when I want to go," Glenda says. "If I didn't have access to the bus I don't know that I could get my groceries or pay bills."

Meet More Faces at OkFacesOfTransit.com
Public Transit’s Economic Impact on Oklahoma Economy = $816.06 million per year

Direct Economic Impact of Public Transit on Oklahoma’s Economy = $264.84 million per year

Transportation Cost Savings = $134.09 million

- Out-of-Pocket Cost Savings: $99,695,426
- Accident Cost Savings: $20,296,318
- Economic Value of Travel Time Savings: $8,458,816
- Emissions Cost Savings: $5,639,056

Source: Oklahoma State University, Spears School of Business
Herman Adams has worked as a Little Dixie Transit driver for more than 25 years. "I see a lot of the same people everyday and it's good to greet them every time you see them," he says. Herman’s favorite part of the job is the good feeling he gets from helping others. "If they didn't have me they would have to depend on their family members or friends," he says. "This bus is essential to them. It's kind of like your heartbeat. If the bus stopped probably most of them would stop."

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Wheelchair bound, Janet Queen works at Hope's Chest in Hugo. She's used Little Dixie Transit for more than 25 years to get her to work, to doctors' appointments, to pay bills and wherever else she needs to go. Without public transit, Janet would have to rely upon her wheelchair to travel the more than three miles to her job in all kinds of weather. "The only way I can get to and from places is to ride the bus," Janet says. Public transit is not a luxury for Janet's hometown, she says it's a necessity. "It's not a privilege for this town because this is a poor town," she says. "They need to get whatever funding they can get because they need it."

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Public Transit’s Economic Impact

Source: Oklahoma State University, Spears School of Business

### Trips by Purpose (%)

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- **Shopping/Errands**: 4%
- **Social/Recreational**: 15%
- **Medical/Dental**: 15%
- **Other**: 6%

### Transportation Cost Savings

- **Out-of-Pocket Cost Savings**: $99,695,426
- **Accident Cost Savings**: $20,296,318
- **Economic Value of Travel Time Savings**: $8,458,816
- **Emissions Cost Savings**: $5,639,065
- **Total Transportation Cost Savings**: $134.09 million

### Public Transit’s Economic Impact on Oklahoma Economy

- **Direct Impact**: $264.84 million
- **Transportation Cost Savings**: $134.09 million
- **Indirect Impact**: $416.13 million

**Total Economic Impact**: $816.06 million per year

### Direct Economic Impact of Public Transit on Oklahoma’s Economy

- **Work**: $134.36 million
- **Education**: $9.69 million
- **Retail**: $102.52 million
- **Healthcare**: $16.43 million
- **Other**: $1.84 million

**Total Economic Impact**: $264.84 million per year
A retired teacher, Michael Adams doesn't own a vehicle so Little Dixie Transit is his only means of transportation. "Without the bus, I'd be pretty well lost. Without the bus, a lot of people like me would be up the creek," Michael says. "I don't know what people do in communities that don't have this." Michael adds that the drivers go out of their way to help him and fellow riders. "The drivers will carry my groceries to my house and I really appreciate that," he says. "I just couldn't ask for better help or service."

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Public Transit’s Economic Impact on Oklahoma Economy

= $816.06 million per year

Transportation Cost Savings = $134.09 million

Out-of-Pocket Cost Savings - $99,695,426
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Direct Economic Impact of Public Transit on Oklahoma’s Economy = $264.84 million per year

- $9.69 million
- $102.52 million
- $16.43 million
- $134.36 million
- $1.84 million

Source: Oklahoma State University, Spears School of Business
In charge of scheduling for Little Dixie Transit, Sylvia Watkins' daily job is to make sure the right information gets to the correct people so it all runs smoothly. She also knows that Little Dixie is easing a burden for people trying to figure out how to get to a place and when to go. "Rural transportation to me is about providing a reliable service to people who need it most," Sylvia says. "If we're not transporting them they don't go where they need to. They don't go where they want to. We're also providing a way for them to interact with other people," she adds. "We give them a necessary tool to cope with whatever they're dealing with."

Meet More Faces at OkFacesOfTransit.com
Public Transit’s Economic Impact on Oklahoma Economy

- Direct Impact: $264.84 million
- Transportation Cost Savings: $134.09 million
- Indirect Impact: $416.13 million

Transportation Cost Savings = $134.09 million

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- Economic Value of Travel Time Savings: $8,458,816
- Emissions Cost Savings: $5,639,065

Source: Oklahoma State University, Spears School of Business
Valerie Robinson spent 10 years as a driver for Little Dixie Transit before transitioning to her current role as dispatcher. “My job is to keep everyone coordinated and get them picked up on time and put out a few fires if I can,” Valerie says. “I like to help get them on time and planning and trying to put it all together.”

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Addendum 1
Item C
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Public Transit's Economic Impact
Source: Oklahoma State University, Spears School of Business

Trips by Purpose (%)

- Work: 40%
- School/Daycare: 10%
- Shopping/Errands: 20%
- Social/Recreational: 5%
- Medical/Dental: 10%
- Other: 5%

Transportation Cost Savings = $134.09 million

- Out-of-Pocket Cost Savings: $99,695,426
- Accident Cost Savings: $20,296,318
- Economic Value of Travel Time Savings: $8,458,816
- Emissions Cost Savings: $5,639,065

Public Transit's Economic Impact on Oklahoma Economy = $816.06 million per year

Direct Economic Impact of Public Transit on Oklahoma's Economy = $264.84 million per year

- Education: $9.69 million
- Retail: $102.52 million
- Healthcare: $16.43 million
- Work: $134.36 million
- Other: $1.84 million
Little Dixie Community Action Agency, Inc.

What is a community development financial institution (CDFI)?

CDFIs will help families finance their first homes, supporting and investing in community residents starting businesses.

Population Served:
Area residents who would not otherwise qualify to purchase a home or home repair loans.

Rationalization:
11% of HH in tri-county area are deemed substandard.
48% of residents in the tri-county area are living in a home at or below the average median value

Goals

15-20% INCREASE in Small Business and Housing Related Loans in the first TWO YEARS.

10-15% ADDITIONAL INCREASE in Small Business and Housing Related Loans in the first TWO YEARS.

5-10% DECREASE in number of Housing Units Valued at or Below Average Median Home Value in the Tri-County Area.

Leading to an increase of 120% in lending activity by 2028.

Pictured above are area businesses and residences that could potentially be effected by the implementation of a Community Development Financial Institution.
Dear Nonprofit Leader,

Congratulations on the completion of your BoardSource Board Self-Assessment. Enclosed you will find the results of your board’s recent self-assessment. This report summarizes the responses to the survey, and should serve as a starting point for discussion and reflection about your board’s core strengths, as well as areas that may need more attention.

The report is organized into four broad categories, which provide a framework for exploring the relationship between who serves on the board (The People), the culture it cultivates (The Culture), the way it fulfills its work responsibilities (The Work), and how all these efforts come together to position the organization to achieve your important mission (The Impact). The report also benchmarks your board’s responses against other nonprofit organizations that have answered the same questions, which may be helpful as you consider your board’s performance relative to your peers across the country.

As you review the report, we encourage you to consider the following:

- What stands out? Is there anything in the report that is especially surprising, or that you’d like to understand better through conversations as a full board?
- Does the board seem to be well aligned in terms of its assessment of its performance, or are there indications that different board members are experiencing the board’s leadership performance differently? If the latter, why might that be?
- To what extent is your board meeting its own expectations? In what ways is the board happy with its leadership performance, and where is it signaling a desire to improve? Do any natural priorities emerge from the ratings?
- Based on what you see in the self-assessment, what are the top one to three areas where you think the board should focus its development efforts?

These questions may help your board unlock new insights about its leadership and help you determine what goals you want to set and prioritize for your own board development and growth. We encourage you to formalize those goals or priorities as an action plan to guide your board development efforts. BoardSource has a wide range of resources and tools that can support you in those efforts, some of which are highlighted throughout this report. We also encourage you to explore www.boardsource.org to learn more about other ways we can assist your board, whether through our consulting services, educational programming, or research and leadership on issues of great importance to boards, the social sector, and our society as a whole.

Thank you for the important work that you do, and for trusting BoardSource to be your partner. We applaud you for making this investment in your board’s leadership, and look forward to being a continued resource to you as you lead your organization’s important mission and work.

Sincerely,

Anne Wallestad, President and CEO
BoardSource
750 9th Street NW, Suite 650
Washington, DC 20001-4590
202.349.2500 / Fax 202.349.2599
www.boardsource.org
assessments@boardsource.org
Results Overview At-A-Glance

This report provides an overview of how well the board and the chief executive think the board is meeting its ten areas of governance responsibility as organized into the four broad categories. The scores for individual questions are averaged within each area of responsibility, and the scores for each responsibility are then averaged within each of the four overarching categories mentioned earlier: The People, The Culture, The Work, and The Impact. These board responsibilities and categories align with Leading with Intent, BoardSource's national index of nonprofit board practices.

As you read through this report, we encourage you to familiarize yourself with Leading with Intent, as well as with one of BoardSource’s most popular books, Navigating the Organizational Lifecycle: A Capacity-Building Guide for Nonprofit Board Leaders.

The scores below are based on this answer scale: 0 = Poor; 1 = Fair; 2 = OK; 3 = Good; 4 = Excellent.

Results Overview

The graphs below show how your board has assessed its performance in the four categories (left) and ten responsibilities (right) of nonprofit boards.
Highest to Lowest Ranked Responsibilities

The graph below shows how your board has assessed its performance — from highest to lowest — in the ten areas of responsibility. The board is performing well in those responsibilities that appear at the top of the graph. The board is performing acceptably in those responsibilities that fall in the middle of the graph, but it may want to monitor its performance. Those responsibilities that fall at the bottom of the graph may require board attention or merit further discussion.

P | The People

Having the right people on the board makes higher performance — in both the board’s internal and external functions — more likely. This section assesses the overall balance of who serves on the board (board composition), how people are organized (board structure), and how they deliberate together (board meetings).
C | The Culture

How the board conducts its work — from group dynamics to its relationship with the chief executive — can help or hinder the board's ability to carry out its work. This section explores the board's performance in creating conditions for the healthy functioning of the board as a collective leadership body.

W | The Work

Boards are charged with many important responsibilities both within and outside the boardroom. This section explores board performance in five areas of responsibilities that are categorized as board work: mission, vision, and strategic direction; program oversight; financial oversight; oversight of the chief executive; and funding and public image.
I | The Impact

This section explores the board's perception of its impact on organizational performance. The questions reflected here assess the board's connection to the organization's strategy, reputation, and overall effectiveness.

Overall Effectiveness as a Leadership Body

The following graphs reflect the board's thinking about its overall effectiveness. Because the percentages are based on the perceptions of your individual board members, this information can be used to spark a full board discussion on whether the members feel they are collectively meeting their responsibilities.
Leadership Resilience

Hypothetically, if your chief executive were to suddenly leave his or her post, how confident are you that your board understands the organization well enough to make informed decisions about how the organization should be led (not just in terms of who the leader should be, but what the new leader will confront)?

This is a hypothetical question that seeks to understand leadership resilience: it is not intended to serve any other purpose. As such, the scores from this question are not factored into your board's overall IMPACT score.

Board Service Experience

Individual Board Member Experience

Individuals serve on nonprofit boards for a variety of reasons. The percentages in this graph provide an overall sense of whether your individual board members feel that they have adequate opportunities to use their time, talent, and expertise to advance the mission of your organization.

Level of Commitment and Involvement

The board self-assessment survey asks board members to identify their fellow board members' level of commitment and involvement, typically described as board engagement. Engaged board members make it a priority to attend and participate in all board meetings, take initiative, and jump into action when the chief executive needs expert guidance or opinion. Furthermore, engaged board members use their personal connections and affiliations to support the organization, volunteer for leadership positions on the board, and, by example, encourage others to do the same. The graphs below show the board's level of satisfaction with its commitment and involvement.
General Open-Ended Responses

Comments appear exactly as they were entered in the survey.
What are the two or three most important areas the board should address to improve its performance in the next year or two?

None

Work with the veterans in getting jobs. Work with the homeless in getting help and food.

To be informed and always be a step ahead.

None that I know of.

Securing new members from specific areas (i.e., legal, city/town, etc.), as dedicated board member candidates are sometimes difficult to find. More hands-on opportunities in public relations.

Goals for the next five years

Evaluate existing programs

Evaluate the needs of our area

100% of attendance when possible

Attendance and understanding programs and grants available

I believe we need to help our inmates

1) ongoing specific training on programs within LDCAA
2) establish methods to encourage further communication and input from board members

Getting to know each other better. Have a full board.

Financial Stability, Organizational Goals, & Strategic Planning

No more results to show
What organizational issues or challenges require strategic direction or guidance from the board?

Finance Management

All

Working more in the community to reach and help more single family children.

The changing economics of this country make it seem that at least some of the previously enjoyed government-backed funding may be less in the future. Need to be mindful of this.

None

anything that the Executive Director cannot or does not feel comfortable with making her own decision

All of them.

The need for further financial independence in funding of LOCAA efforts.

N/A

Organizational Goals and Financial Stability

No more results to show
What other comments or suggestions would you like to offer?

None

None

None

None

Shortening this survey

N/A

n/a

I am a new board member with much to learn.

No more results to show
Little Dixie Community Action Agency, Inc.

**P | The PEOPLE**

Includes:
- Board Composition
- Board Structure
- Board Meetings

Having the right people on the board makes higher performance — in both the board's internal and external functions — more likely. The most successful boards are thoughtfully composed as it relates to skillsets, leadership styles, and diversity of thought and background. This section of the report explores who serves on your board, how it is organized as a collective body, and how it structures and conducts its board meetings.

![Your People Score]

![Your role score is based on the following responsibility scores: 3.36, 3.70, 3.59]

- Board Composition
- Board Meetings
- Board Structure
Board Composition | Section Detail

People are the lifeblood of any organization, and — for a nonprofit organization — that includes the board of directors, which is responsible for its own composition and leadership. A good board is composed of individuals who contribute critically needed skills, experience, perspective, wisdom, contacts, time, and other resources to the organization. A well-conceived board-building plan helps the board to identify, recruit members and cultivate officers. New members are oriented to contribute and understand the board’s responsibilities and the organization’s core activities. Board member rotation ensures that the board is infused with new ideas yet remains a manageable size.

Strengthen Performance through Action
1. Approach recruitment and board building as an ongoing and strategic cycle.
2. If necessary, enhance the profile of your organization to make it attractive to strong board candidates.
3. Create a solid orientation program for new members no matter the extent of their previous board experience.
4. If you have one, ensure your governance committee is fully engaged and involves every board member in the board-building process by recommending or cultivating potential new board members.

Recommended Resources - Board Composition
- Book: The Board Building Cycle
- Free Community Resource: Taking Action on Board Diversity: Five Questions to Get You Started
- Member Resource: Recruiting the Right Board Members

Average Score

<table>
<thead>
<tr>
<th>Question Breakdowns</th>
<th>(Please rate the board’s performance in the following:)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Good</td>
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</table>

P.1 Examining the board’s current and ideal composition, including demographic diversity, to ensure that the board has the perspective it needs.

| 44% Excellent | 48% Good | 8% OK |

P.2 Cultivating a pipeline of diverse board candidates.

| 44% Excellent | 48% Good | 8% OK |
P.3 Using quantitative data on constituent demographics to define what the ideal board composition looks like, including projections on anticipated changes.

P.4 Aligning board recruitment processes and activities with stated goals for board composition.

P.5 Building a board that reflects the ideal composition for your organization's mission and work.

P.6 Effectively orienting new board members.

P.7 Planning for board officer succession.

P.8 Utilizing the skills and talents of individual board members.
To what extent does your board's specific expectations for board membership enhance - rather than impede - the board's ability to cultivate a diverse and inclusive board that brings it closer to the community the organization serves?

No

Agency and board policies are styled to provide memberships which have opportunities to communicate with the various groups represented by specific board members and to share information with each other to the benefit of the area encompassed by the agency.

Positive achievements from our organization that reflect in our communities can

We are constantly trying to find members that are willing to be active in representing their respective communities and categories, e.g., private, public, or low income.

There is a good cross-section of community based membership. The representation of different clubs/agencies/departments is pretty fair reaching in receiving input and redirecting information outward from the board.

I think the expectation to attend, engage, and participate is somewhat daunting to prospective board members.

They care about the community and do whatever it takes to help community members become successful in life.

By covering the three sectors: private, public and low-income, the board currently does an excellent job at diversity.

I think the board is very well represented from all areas and demographic and economic levels.

I believe that LDCAA makes every effort to ensure that its board members understand the agency and encourages board members to participate in community building activities.

we are expected to be at board meetings and contribute to the discussion based on the group we represent

No more results to show.
Would you like to provide any comments or context to your ratings for this section?

No

No.

I think we need a couple of actual low income people so that we could have a better perspective on their needs and the effectiveness of our current.

Feel our board does good job and think little Dile personal explain issues very wellatten

no

Keep up the good work.

N/A

n/a

The current Board members have little to no role in choosing Board members because of governing requirements of Community Action Agencies and our funding agencies.

we could use a few more black people on the board

No more results to show
How can the board improve its performance in this area?

Not Sure

We seem to be well informed and questions are always answered.

None Needed.

Individual members should strive to attend at least some of the various public/group meetings of the agency in order to get a better feel for agency goals.

Continue reaching out to educate people in our areas & encourage participation with our organization.

By constantly rethinking and reasking ourselves what we need to improve.

Attendance and listening

Increase in minority members.

None needed

None that I can think of I think they do an excellent job.

N/A

I feel that, while participating in activities for all agency programs, if board members were encouraged to concentrate on a couple of programs they might feel more connected.

No more results to show

Board Structure, Duties, and Expectations | Section Detail

The board is responsible for making sure its own practices are appropriate and up-to-date. Every board needs structure — rules, guidelines, and boundaries — and should operate in accordance with the structure provided by the organization’s bylaws, policies, and procedures. It is also important for the board to periodically review and revise the bylaws, policies, and procedures as necessary. Finally, the board should be strategic about its use of committees and task forces, ensuring that each has a written charter and capable leadership.

Strengthen Performance through Action

1. Periodically assess your board’s workload, committee structure, lifecycle requirements, need for diversity, and legal mandates to ensure that your board is managed well.
2. View your bylaws and policies as evolving documents needing regular review; ensure timely amendments when necessary.
3. Consider using time-limited task forces in lieu of standing committees for those activities that are not ongoing.

Recommended Resources - Board Structure

- Free Community Resource: Are Your Board Committees Working Well?
- Member Resource: The Care and Feeding of Your Board: A Checklist for a Top-Level Governance Committee
- Free Community Resource: Bylaws Dos and Don’ts
Average Score

Question Breakdowns

(Please rate the board's performance in the following)

- **Excellent**
- **Good**
- **Ok**
- **Fair**
- **Poor**
- **NA / Don’t Know**

P.9 Carrying out the board’s legal duties of care, loyalty, and obedience.

72% (Excellent)

28% (Good)

P.10 Defining responsibilities and setting expectations for board member performance.

52% (Excellent)

36% (Good)

12% (Ok)

P.11 Respecting the distinct roles of the chief executive, board, and staff.

80% (Excellent)

20% (Good)

P.12 Periodically reviewing and updating the bylaws, board policies, and board procedures.

64% (Excellent)

28% (Good)

4% (Fair)

4% (NA/DK)

P.13 Following and enforcing the board’s conflict-of-interest policy.

84% (Excellent)

12% (Good)

4% (Fair)

4% (NA/DK)

P.14 Reviewing the board’s committee structure and use of task forces to ensure they effectively support the work of the board.

48% (Excellent)

40% (Good)

4% (Ok)

4% (Fair)

4% (NA/DK)
Size Matters
The primary guide for determining board size is the board's function, which may change over time depending on organizational lifecycle, board responsibilities, committee structure, legal mandates, need for diversity, and maintaining a manageable group. Variables such as these make it impossible to recommend a standard size for all boards; however, it is difficult to imagine that a board with fewer than five members is able to incorporate all the desired qualities and capacity of an effective board, or that an exceptionally large board is able to engage every member in a constructive manner. Regardless of size, all board members must be engaged, as all are equally accountable for the organization.

Committees
Committees can be a practical way to structure and manage the board's work. Standing committee structure should be lean and strategic and complemented by the use of task forces. Only ongoing board activities warrant a standing committee. Otherwise, time-limited task forces are efficient and utilize board members' time, interest, and expertise in a meaningful manner. Committees and task forces are more effective when their charter and scope of work are clearly defined by the board.
Would you like to provide any comments or context to your ratings for this section?

No
No
No

We have been actively doing all of these things for a number of years.
No
no
n/a

I don't believe the Board has term limits. Again, the governance requirements for Community Action Agencies and our funders define Board membership.

No more results to show

How can the board improve its performance in this area?

None

To continue to ask questions and to be well informed of all programs.

None Needed

I feel the agency administrator/director does an excellent job of informing and guiding the board members to the extent that the board members make decisions for the best benefit of the agency. Term limits could conceivably be discussed as an avenue to efficiency.

Keep ourselves actively involved.

Ongoing training of different departmental direction and substance.

none needed

I feel that they are doing a great job at this.

No more results to show
Board Meetings | Section Detail

Meetings are when boards exercise their governance authority. Because board meeting time is a precious and limited resource, board members must make board meeting attendance a priority and structure their meetings in an efficient and effective manner. Without concerted efforts, it is easy to waste time and resources, dampen members' enthusiasm and interest, and meet without demonstrable results. Board members who prepare for and attend meeting are able to participate in educated and independent decision-making.

Meetings need to be managed. A well-designed agenda helps the board chair guide the discussion and keep all members focused on the work at hand. Board members lose interest if they are not challenged and able to utilize their special skills. Listening to repetitive reports is not a constructive use of limited meeting time. Make sure that the majority of your board's meeting time is spent on future issues. By planning ahead and focusing on activities before, during, and after the meeting, you move closer to efficient meeting procedures and outcomes that meet the expectations.

**Strengthen Performance through Action**

1. Shape your board meetings in such a way that they invite board engagement.
2. Approach meetings as a vital resource in service to the organization's sustainability and plan accordingly.
3. Make sure the agenda ties in with the strategic plan. Focus on your big issues.
4. Board members: Read the materials sent to you in advance of the meeting. Come to the meeting prepared. Be ready to participate.

**Recommended Resources - Board Meetings**
- Free Community Resource: Board Meeting Preparation: 10 Tips for Chief Executives and Board Chairs
- Member Resource: Facilitating an Engaged Board

**Average Score**

<table>
<thead>
<tr>
<th>Item</th>
<th>Score</th>
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<tbody>
<tr>
<td>P16</td>
<td>3.67</td>
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<tr>
<td>P17</td>
<td>3.72</td>
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<tr>
<td>P19</td>
<td>3.31</td>
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<td>P18</td>
<td>3.64</td>
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<td>3.74</td>
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<tr>
<td>P21</td>
<td>3.82</td>
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**Question Breakdowns**

(Please rate the board's performance in the following:)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Excellent</td>
<td>72%</td>
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<tr>
<td>Good</td>
<td>16%</td>
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<td>Ok</td>
<td>8%</td>
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<tr>
<td>Fair</td>
<td>4%</td>
</tr>
<tr>
<td>Poor</td>
<td>NA/Don't Know</td>
</tr>
<tr>
<td>NA/Don't Know</td>
<td>4%</td>
</tr>
</tbody>
</table>

P16 Structuring board meetings that enable the board to deliberate on the issues of greatest organizational importance.

**Results:**

- **72%** Excellent
- **16%** Good
- **8%** NA/Don't Know

P17 Allowing adequate time for board members to ask questions and explore issues.

**Results:**

- **80%** Excellent
- **12%** Good
- **8%** OK
P.18 Using effective meeting practices, such as setting clear agendas, having good facilitation, and managing time well:

- **76%** Excellent
- **16%** Good
- **4%** OK
- **4%** Poor

P.19 Preparing for board meetings, e.g., reading materials in advance, following up on assignments:

- **68%** Excellent
- **28%** Good
- **4%** OK

P.20 Establishing and enforcing policies related to board member attendance:

- **72%** Excellent
- **16%** Good
- **4%** OK
- **8%** NA/OK

P.21 Taking action when needed:

- **80%** Excellent
- **16%** Good
- **4%** NA/OK

Would you like to provide any comments or context to your ratings for this section?

No

No

No

No

We are well informed by the staff of items we are voting on.

No

no

They conduct the business and the materials well and send us stuff in advance.
How can the board improve its performance in this area?

None

Yes

None Needed

Don't see that it could be better than it currently is.

Consent agendas

Possibly assign different departments to give periodic presentations on overall purpose of individual programs.

The chair is often times long winded and too talkative. Needs to facilitate the meeting rather than prolong it.

N/A

No more results to show
Little Dixie Community Action Agency, Inc.

C | The CULTURE

How the board conducts its work — from group dynamics to its relationship with the chief executive — can help or hinder the board’s ability to carry out its work. Likewise, board culture and dynamics are also affected by who serves on the board and the nature of the work that the board undertakes.

Your Culture Score

3.39

Culture | Section Detail

How board members communicate with each other, work as a team, and make decisions all define the culture of the board. The combination of formal and informal rules, traditions, and agreements that develop over time inform how a board interacts, deliberates, and ultimately performs as a governing body.

Strengthen Performance Through Action
- Consider board culture as a key factor in board performance.
- Envision, as a team, what an ideal board culture would look like.
- Reflect on what investments have been made to date toward a healthy board culture.

Recommended Resources - Board Culture
- Free Community Resource: Governing as a Team
- Member Resource: 18 Questions About Board Culture
- Member Resource: Eight Ways to Increase Your Board’s Ability to Work as a Team
### Question Breakdowns

(Please rate the board's performance in the following):

- **Excellent**
- **Good**
- **Ok**
- **Fair**
- **Poor**
- **NA / Don't Know**

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Your Board</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.1</td>
<td>Cultivating a climate of mutual trust and respect between board members.</td>
<td>60%</td>
<td>32%</td>
</tr>
<tr>
<td>C.2</td>
<td>Engaging all board members in the work of the board.</td>
<td>52%</td>
<td>32%</td>
</tr>
<tr>
<td>C.3</td>
<td>Setting expectations for how the board works together as a part of board orientation.</td>
<td>56%</td>
<td>32%</td>
</tr>
<tr>
<td>C.4</td>
<td>Mentoring new board members throughout their first year on the board.</td>
<td>44%</td>
<td>40%</td>
</tr>
<tr>
<td>C.5</td>
<td>Providing opportunities for board and staff to get to know each other.</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>C.6</td>
<td>Demonstrating a commitment to being inclusive in processes, decision making, and officer/committee chair selection.</td>
<td>56%</td>
<td>32%</td>
</tr>
</tbody>
</table>
C.7 Creating conditions that support candor, robust discussions, and ensure all voices are heard.

- Excellent: 64%
- Good: 24%
- OK: 8%
- NA/OK: 4%

C.8 Periodically dedicating time to revisit board values and behaviors, and how they impact the work of the board.

- Excellent: 48%
- Good: 32%
- OK: 8%
- NA/OK: 12%

C.9 Working proactively to discuss and address any dynamics within the board or between board members that may be negatively impacting the board's ability to share power equally.

- Excellent: 40%
- Good: 32%
- OK: 8%
- NA/Don't Know: 20%

C.10 Proactively addressing challenging board behavior.

- Excellent: 44%
- Good: 24%
- OK: 8%
- NA/OK: 24%

Would you like to provide any comments or context to your ratings for this section?

No
No
No

It is a pleasure to be on the board. Could not ask for a better group of people to be with each month.

none needed

I feel that the new board member orientation could be better than just introducing yourself and assigning a board member to the new person. I still don't understand this as I have received no advice or direction from the person I was assigned to. Not really sure what his duties or mine is for this orientation.

No more results to show
How can the board improve its performance in this area?

None

Each member needs to make this very important in our thinking of our own performance.

None Needed

Mentoring a new member is generally assigned to a member(s) who is locally available to the new member. Sometimes, it would seem that members from other locales could provide additional foundations for the new member.

Have a clear definition of what expectations and what to look for in the person assigned to the new board member.

No more results to show
Little Dixie Community Action Agency, Inc.

W | The WORK

Includes:
- Mission, Vision, and Strategic Direction
- Program Oversight
- Financial Oversight
- Chief Executive Partnership and Oversight
- Funding and Public Image

Boards are charged with important responsibilities. Some of these responsibilities are more fundamental, such as understanding the organization's mission and providing financial oversight. Other responsibilities are more strategic and adaptive — such as providing strategic direction and partnership with the chief executive — and still others address external leadership and ambassadorship. This section explores how well the board understands its responsibilities in each of these areas.

Your Work Score:

3.58

Your role score is based on the following responsibility scores:
Mission, Vision, and Strategic Direction | Section Detail

One of the board’s primary roles is to set strategic direction. Key elements to consider when setting direction are your organization’s mission, vision, and values.

- A mission statement defines your organization’s fundamental purpose. A clear mission statement is inspirational yet realistic, emotional as well as informative, concise and complete. It is positive and focuses on achievable accomplishments.
- The vision statement is about long-term goals and the direction in which the organization is heading. It defines the organization’s dream. Because a vision statement is created through a group process in which all boards members share their ideals for the organization, it has a team-building effect.
- Values are the principles that help mold the organization’s character, tone, and working style. By articulating these principles, the board establishes guideposts that help chart direction for years ahead.

A good statement of mission and purposes serves to guide organizational planning and setting priorities among competing demands for scarce resources. To further carry out its role in setting direction, the board is actively involved in strategic planning and thinking. To do this effectively, the board must understand the organization’s clients and stakeholders, as well as its internal and external operating environments. This enables the board to respond appropriately as opportunities and challenges arise. The board should focus its efforts primarily on long-term, strategic issues, rather than short-term operational and administrative matters.

Effective and strategic boards take responsibility for identifying the issues that must be addressed to serve the organization’s mission, vision, and values in the years ahead. Board members should utilize their unique talents and experience to identify these issues and to inform the organization’s understanding of them.

Strengthen Performance through Action

1. Occasionally revisit the organization’s mission and vision statements to ensure that the organization remains relevant.
2. Work together with the chief executive to provide guidance and input in developing the strategic planning process.
3. Elevate strategic thinking by incorporating it into every board meeting rather than delegating it to annual retreats or strategic planning processes.

Recommended Resources - Mission, Vision, and Strategic Direction

- Book: The Nonprofit Board’s Role in Mission Planning, and Evaluation
- Free Community Resource: Tips for Developing a Mission Statement
- Free Community Resource: Mission Statement vs. Vision Statement
- Free Community Resource: Nonprofit Strategy by the Numbers: Evolution and Progress
- Free Community Resource: Charting a New Path Forward: Insights & Reflections from BoardSource’s Strategic Planning Efforts

### Question Breakdowns

(Please rate the board’s performance in the following:)

**Excellent** | **Good** | **Ok** | **Fair** | **Poor** | **NA / Don’t Know**

W.1 Periodically reviewing and agreeing on how the organization should fulfill its mission:

- 64% Excellent
- 24% Good
- 8% OK
- 4% NA/Don’t Know

Average Score

![Average Score Chart](chart-url)
W.2 Articulating a vision that is distinct from the mission.

- Excellent: 52%
- Good: 32%
- OK: 12%
- NA/OK: 4%

W.3 Defining organizational values.

- Excellent: 60%
- Good: 24%
- OK: 12%
- NA/OK: 4%

W.4 Using the organization's mission and values to drive decisions.

- Excellent: 48%
- Good: 32%
- OK: 12%
- NA/OK: 8%

W.5 Setting the organization's strategic direction in partnership with the chief executive.

- Excellent: 68%
- Good: 20%
- OK: 4%
- NA/OK: 8%

W.6 Understanding the needs of clients and stakeholders and how they may be changing.

- Excellent: 56%
- Good: 32%
- OK: 8%
- NA/OK: 4%

W.7 Assessing and responding to changes in the organization's environment.

- Excellent: 48%
- Good: 40%
- OK: 4%
- NA/OK: 8%

W.8 Identifying and articulating strategic imperatives and goals for the organization through a thoughtful strategic planning process.

- Excellent: 52%
- Good: 32%
- OK: 8%
- NA/OK: 8%

W.9 Tracking progress toward meeting the organization's strategic goals.

- Excellent: 68%
- Good: 16%
- OK: 12%
- NA/OK: 4%

W.10 Exploring assumptions underlying proposed strategies, alternatives, and consequences before making critical decisions.

- Excellent: 64%
- Good: 24%
- OK: 8%
- NA/OK: 4%
Would you like to provide any comments or context to your ratings for this section?

No

No

No

This organization strives to help the folks of our counties, and a wonderful asset.

no

I think they do excellent in this area.

No more results to show

How can the board improve its performance in this area?

None

To continue to be informed.

None Needed

none needed

n/a

No more results to show
Program Oversight | Section Detail

The board is responsible for program oversight and should work in collaboration with staff to understand the scope of the organization's programs and services, establish appropriate goals for quality and results, and monitor performance data. To strengthen the board's program oversight, board members should be provided with opportunities to connect with and deepen their understanding of the organization's mission and work.

Strengthen Program Oversight through Action

1. Embrace board education around programs and services as an ongoing activity.
2. Devote time to discussions of what kinds of program data are board — rather than management — related.
3. Determine how to provide the board with the information it needs to make data-driven and informed decisions while avoiding report overload at board meetings.

Recommended Resources - Program Oversight

- Book: The Nonprofit Dashboard: Using Metrics to Drive Mission Success
- Free Community Resource: Strengthen Your Board's Leadership by Increasing Its Understanding of Programs
- Member Resource: Identifying and Managing Risk
- Member Resource: Nonprofit Programmatic Oversight Tool

Average Score

W.11 Ensuring board members are well-versed in the organization's programs and services and, where appropriate, have an opportunity to experience the programs.

60% Excellent

24% Good

8% OK

4% Fair

4% NA/Don't Know

W.12 Ensuring the organization has adequate infrastructure, such as staff, facilities, volunteers, and technologies.

68% Excellent

24% Good

4% OK

4% NA/Don't Know
W.13 Measuring the quality and impact of programs and initiatives.

- 68% Excellent
- 20% Good
- 8% OK
- 4% NA/DK

W.14 Identifying standards against which to measure organizational performance, e.g., industry benchmarks, competitors, or peers.

- 48% Excellent
- 40% Good
- 4% OK
- 8% NA/DK

W.15 Delegating operational issues to the chief executive.

- 60% Excellent
- 20% Good
- 4% OK
- 16% NA/DK

Would you like to provide any comments or context to your ratings for this section?

- No

Provide more information to new board members - it can be overwhelming.

- No

- No

- no

I am still unsure on every program area.

How can the board improve its performance in this area?

- Not sure

We continue to rely on our planners to keep us informed.

- None Needed

- none needed

Continue to have every program area come talk to the board.
Little Dixie Community Action Agency, Inc.

W | The WORK (Continued)

Financial Oversight | Section Detail

Boards are responsible for ensuring the organization has adequate resources, protecting its assets, and maintaining its legal and ethical integrity. This includes approving the annual budget and then monitoring performance against the budget throughout the year. The board also oversees the annual audit to verify that the organization is accurately reporting the sources and uses of its funds. To safeguard the organization’s future, the board establishes appropriate investment and risk management policies, as needed.

Strengthen Financial Oversight through Action
1. Assist all board members in understanding nonprofit financial statements through onboarding activities and ongoing education.
2. Cultivate a climate of partnership, transparency, and rigorous ethics among board finance committee members and finance staff.
3. Encourage a culture of inquiry on the full board, recognizing that finance committee recommendations are simply that and liability for decisions rests with the full board.

Recommended Resources - Financial Oversight
- Free Community Resource: Red Flags, Yellow Flags: Are Your Financial Statements Trying to Tell You Something?
- Book: Financial Responsibilities of Nonprofit Boards
- Guide: Welcome to Your Financial Statements: A Primer for Nonprofit Board Members

Average Score

<table>
<thead>
<tr>
<th>Question Breakdowns</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Please rate the board’s performance in the following:)</td>
</tr>
<tr>
<td>Excellent</td>
</tr>
</tbody>
</table>
W.18 Ensuring the annual budget reflects the organization's priorities.

68% Excellent
28% Good
4% NA/OK

W.17 Regularly reviewing financial reports.

80% Excellent
16% Good
4% OK

W.18 Monitoring the organization's financial health.

68% Excellent
20% Good
8% OK
4% NA/OK

W.19 Reviewing the results of the independent financial audit and management letter.

68% Excellent
24% Good
4% OK
4% NA/OK

W.20 Establishing and reviewing the organization's investment policies.

48% Excellent
20% Good
16% OK
16% NA/OK

W.21 Reviewing and ensuring the organization carries adequate insurance.

44% Excellent
16% Good
20% OK
20% NA/OK

W.22 Ensuring the organization has policies to manage risks, e.g., internal controls, personnel policies, emergency preparedness.

64% Excellent
20% Good
8% OK
8% NA/OK

W.23 Receiving and reviewing the Form 990 or 990 EZ, if applicable.

44% Excellent
20% Good
4% OK
32% NA/OK
Would you like to provide any comments or context to your ratings for this section?

No

No

No

We are well informed each month on the financial status of the organization. We spend several hours on the yearly audits.

no

I don't feel that we cover financials in-depth to make an adequate answer to this question.

No more results to show

How can the board improve its performance in this area?

None

None

None Needed

none needed

Have a better understanding of the financial side. I understand there is a sub-committee but nothing is really covered in this area.

No more results to show
Chief Executive Partnership and Oversight | Section Detail

The primary board-staff relationship is between the board and the chief executive, and the quality of this relationship is of the utmost importance to the success of the organization. To be effective, the board and chief executive need a close working relationship based on mutual trust and an appreciation of their respective roles in leading the organization. As part of its responsibility for supervising the chief executive, the board ensures that a current job description outlines the duties of the role, then evaluates the chief executive annually and determines appropriate executive compensation.

Strengthen Performance through Action
1. Provide the chief executive with a clear job description and mutually agreed-upon annual expectations.
2. Recognize that effective board-chief executive partnerships, like all relationships, should be flexible in nature. Practices, communication, and assumptions may occasionally need to be recalibrated.
3. Ensure full board participation in the chief executive evaluation (feedback, final approval) even if a committee leads the process.

Recommended Resources - Chief Executive Partnership and Oversight
- Member Resource: Setting Goals for Your CEO
- Book: Govern More, Manage Less
- Free Community Resource: Board Chair and Chief Executive Partnership

Average Score

Question Breakdowns
(Please rate the board's performance in the following:)

W.24 Cultivating a climate of mutual trust and respect between the board and chief executive.

W.25 Giving the chief executive enough authority to lead the staff.

W.26 Encouraging candid communications, including the chief executive.

W.27 Discussing and constructively challenging major strategic and policy issues versus the chief executive.

W.28 Awardees regularly on chief executive's performance.

W.29 Formally assessing the chief executive's performance.

W.30 Sending feedback about the chief executive's performance.

W.31 Approving the chief executive's compensation.

W.32 Planning for the absence or departure of the chief executive.

W.24 Cultivating a climate of mutual trust and respect between the board and chief executive.

92% Excellent

8% Good

W.25 Giving the chief executive enough authority to lead the staff.

80% Excellent

16% Good

4% NA/OK
W.26 Encouraging candid communications, including the sharing of challenges and issues in a timely manner.

- Excellent: 68%
- Good: 24%
- NA/OK: 8%

W.27 Discussing and constructively challenging recommendations made by the chief executive.

- Excellent: 72%
- Good: 16%
- OK: 8%
- NA/OK: 4%

W.28 Focusing regularly on strategic and policy issues versus operational issues.

- Excellent: 72%
- Good: 12%
- OK: 8%
- NA/OK: 8%

W.29 Formally assessing the chief executive’s performance annually and setting performance goals.

- Excellent: 72%
- Good: 12%
- OK: 4%
- NA/OK: 12%

W.30 Soliciting feedback about the chief executive’s performance from direct reports.

- Excellent: 56%
- Good: 20%
- OK: 8%
- Fair: 4%
- NA/OK: 12%

W.31 Approving the chief executive’s compensation as a full board, using comparable data from other organizations.

- Excellent: 64%
- Good: 24%
- NA/OK: 12%

W.32 Planning for the absence or departure of the chief executive.

- Excellent: 52%
- Good: 20%
- OK: 8%
- Fair: 4%
- NA/OK: 16%
Would you like to provide any comments or context to your ratings for this section?

No

Input from more than a few on evaluations

No

No

I believe our CEO is 100% dedicated to her position, has 25 yrs. of knowledge, and a pleasure to work with.

I have not been apart of the official review of the CEO and compensation, therefore cannot answer this question.

No more results to show

How can the board improve its performance in this area?

None

By keeping informed

None Needed

N/A

No more results to show

Funding and Public Image | Section Detail

Every nonprofit requires adequate financial resources and a positive public image to accomplish its mission. To ensure the organization's financial sustainability, the board should make sure the organization has an appropriate mix of income and support the organization's fundraising strategy by participating in fundraising. Members can do this in a number of ways, including making personal contributions, connecting staff to potential donors, and soliciting friends and colleagues. The board is also responsible for building, protecting, and promoting the organization's public standing. To meet this responsibility, board members serve as ambassadors to the community and as an essential element of an organization's outreach efforts.

Strengthen Performance through Action

1. Consider the partnership climate between the board, executive, and staff as it relates to fundraising, specifically shared understanding of resource development strategies and fund development plans.
2. Embrace opportunities for board members to participate in fundraising activities that are customized/individualized, aligned with organizational strategy, and clearly communicated.
3. Evaluate the policy environment within which your organization operates.

Recommended Resources - Funding and Public Image

- Book: Fundraising Responsibilities of Nonprofit Boards
- Free community resource: Measuring Fundraising Effectiveness
- Free community resource: Stand for Your Mission
Question Breakdowns

(Please rate the board's performance in the following.)

Addendum 3
Item P
Page 40 of 48

Average Score

<table>
<thead>
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<tr>
<td>W.33 Projecting a positive public image of the organization.</td>
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<tr>
<td>W.34 Connecting the organization with community leaders and potential collaboration partners.</td>
</tr>
<tr>
<td>W.35 Understanding the organization's revenue mix, e.g., government funding, charitable gifts, fees for service, and how it aligns with the business model.</td>
</tr>
<tr>
<td>W.36 Monitoring the impact of local, state, and federal policy on the organization's mission delivery and resources.</td>
</tr>
<tr>
<td>W.37 Supporting and engaging in advocacy efforts that can help the organization achieve its mission and purposes.</td>
</tr>
<tr>
<td>W.38 Setting an appropriate fundraising strategy in conjunction with the executive and relevant staff.</td>
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<thead>
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<th>Year Board</th>
<th>All Respondents</th>
</tr>
</thead>
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<td>Excellent</td>
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<td>Ok</td>
<td>Fair</td>
</tr>
<tr>
<td>Poor</td>
<td>NA / Don't Know</td>
</tr>
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</table>

W.33 Projecting a positive public image of the organization.

88% Excellent
12% Good

W.34 Connecting the organization with community leaders and potential collaboration partners.

80% Excellent
16% Good
4% Ok

W.35 Understanding the organization's revenue mix, e.g., government funding, charitable gifts, fees for service, and how it aligns with the business model.

56% Excellent
28% Good
8% NA/DK
8% Ok

W.36 Monitoring the impact of local, state, and federal policy on the organization's mission delivery and resources.

76% Excellent
20% Good
4% Ok

W.37 Supporting and engaging in advocacy efforts that can help the organization achieve its mission and purposes.

56% Excellent
32% Good
8% NA/DK
4% Ok

W.38 Setting an appropriate fundraising strategy in conjunction with the executive and relevant staff.

48% Excellent
36% Good
8% NA/DK
8% Ok
W.39 Setting expectations for individual board members to make a personal financial contribution.

<table>
<thead>
<tr>
<th>80%</th>
<th>12%</th>
<th>8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Good</td>
<td>Ok</td>
</tr>
</tbody>
</table>

W.40 Identifying opportunities and setting expectations for individual board members to participate in fundraising activities and solicitations.

<table>
<thead>
<tr>
<th>52%</th>
<th>40%</th>
<th>4%</th>
<th>4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Good</td>
<td>Ok</td>
<td>NA/DK</td>
</tr>
</tbody>
</table>

W.41 Introducing the organization to potential donors.

<table>
<thead>
<tr>
<th>32%</th>
<th>20%</th>
<th>24%</th>
<th>4%</th>
<th>20%</th>
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</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Good</td>
<td>Ok</td>
<td>Fail</td>
<td>NA/DK</td>
</tr>
</tbody>
</table>

W.42 Holding board members accountable for fulfilling their fundraising responsibilities.

<table>
<thead>
<tr>
<th>36%</th>
<th>28%</th>
<th>20%</th>
<th>16%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Good</td>
<td>Ok</td>
<td>NA/DK</td>
</tr>
</tbody>
</table>

To what extent is the board enhancing your organization's reputation and credibility with the community your organization serves? Donors and funders to your organization? Public policy decision makers that are in a position to positively (or negatively) impact your organization's work? The general public?

By adding the rules of the organization so that the donors and public so that the organization will be looked upon positively.

No

Members across the various communities voice to citizenry the good things which are carried on by the agency. Donors in this area are relatively few and far between. I feel the general public appreciates the programs carried on by the agency. Whether or not they are receiving benefits provided directly by the agency.

Our reputation is very good.

I feel the board does good in showing a excellent reputation among public and community.

Giving the support the staff needs to function properly.

I believe LDCAA is doing a great job as far as credibility and positive impact to the community. Proper awareness is brought to the forefront and continuous efforts seem to be made to further enhance this going forward.

by helping people

I represent the county commissioners of Choctaw County. My reputation and credibility is a direct relation with the decisions I make in the best interest of the commissioners, taxpayers, and our community. I feel that this organization has a positive impact for our county and the people we serve. Very proud to be on the Little Dixie Community Action Agency Board of Directors.

No more results to show
Would you like to provide any comments or context to your ratings for this section?

No

Not sure all board members give.

No

no

N/A

No more results to show

How can the board improve its performance in this area?

None

Keeping informed

None Needed

You for new donors or new donor partners.

none needed

N/A

No more results to show
Little Dixie Community Action Agency, Inc.

I | The IMPACT

This section explores the board’s perception of its impact on organizational performance. The questions reflected here assess the board’s connection to the organization’s strategy, reputation, and overall effectiveness and the extent to which this is a positive or negative impact.

Your Impact Score

3.84

Impact | Section Detail

If the board has a negative or neutral impact on organizational performance, there’s an opportunity to make improvements and better utilize the board’s time and leadership as a vital resource. Leading with Intent data suggest two characteristics that both chief executives and board chairs report as having the strongest connection to board impact: understanding the board’s role and responsibilities and the board’s ability to work as a collaborative team.

Strengthen Board Impact through Action
1. Discuss the board’s results for this section, including what information or practices would better help the board in making a positive impact.
2. Evaluate the impact results in light of your board’s results in other sections of this report, looking for any potential relationships in high or low scoring areas.

Recommended Resources - Board Impact
- Book: The Source: 12 Principles of Governance That Power Exceptional Boards
- Free Community Resource: What Makes a Good Board Member?
- Member Resource: Eight Ways to Increase Your Board’s Ability to Work as a Team
Question Breakdowns
(What impact does your board have on the following?)

1.1 Defining strategy and programmatic priorities for the organization. (We asked that you assess both the quality/substance of the board's input and the clarity with which the board has defined these strategies and priorities.)

- 60% Very Positive
- 24% Somewhat Positive
- 16% Very Negative

1.2 Your organization's reputation within networks of importance to your mission. (We asked that you focus specifically on the extent to which the board enhances the organization's reputation [by communicating the organization's values and priorities], rather than filtering it through the lens of fundraising or anything else.)

- 72% Very Positive
- 20% Somewhat Positive
- 8% Very Negative

1.3 The financial resourcing of your organization's work both in terms of the strength of the business model and the securing of revenues.

- 80% Very Positive
- 12% Somewhat Positive
- 8% Very Negative

1.4 Your organization's overall performance.

- 92% Very Positive
- 4% Don't Know/No Opinion
Would you like to provide any comments or context to your ratings for this section?

No

No

No

I am very proud to be on such a strong board representing our county and our people. Very proud of this organization and its people!

No more results to show

How can the board improve its performance in this area?

None

To continue to be informed.

None Needed

n/a

No more results to show
Taking Actions

Exceptional boards are a strategic asset to be leveraged by the organization. They add significant value and make a discernible difference in the organization’s advancement of mission. Use this report as a tool to guide your board on the path to exceptional performance.

**Take action.** The board self-assessment establishes a platform for setting board priorities. The final step is identifying areas for growth. To help your board do this, consider the following questions:

1. **What stands out?** Is there anything in the report that is especially surprising, or that you’d like to understand better through conversations as a full board?
2. **Does the board seem to be well aligned in terms of its assessment of its performance, or are there indications that different board members are experiencing the board’s leadership performance differently?** If the latter, why might that be?
3. **To what extent is your board meeting its own expectations?** In what ways is the board happy with its leadership performance, and where is it signaling a desire to improve? Do any natural priorities emerge from the ratings?
4. **Based on what you see in the self-assessment, what are the top one to three areas where you think the board should focus its board development efforts?**

**Develop a board action plan.** Once the board has agreed on its priorities, use a board action plan to help the board develop a clear approach to achieving its goals and staying accountable.

1. **What steps can we take to ensure that information from the evaluation is used to improve the performance of the board?**
2. **Who or what committee is responsible for initiating and leading board development and assessment?** Does it have the necessary resources and authority to fulfill its responsibilities?
3. **Every board should have clearly established guidelines that outline the duties and responsibilities of individual board members.** Are our board members held accountable to these standards? Do we have a process for removing nonperforming board members?

**Check your progress.** Only the board can hold itself accountable for its own performance. Periodically revisit the results from the self-assessment and action plan, celebrate the successes, and recommit to those areas that need further attention.

**Repeat.** BoardSource recommends conducting a thorough board self-assessment every two to three years and using the intervening time to work on the action plan you develop.
Additional Services

Congratulations for completing your recent board self-assessment (BSA). You have joined the ranks of approximately 500 nonprofit boards that used the BoardSource BSA in the past year. Governance improvements require priority-setting and coordinated effort over time. Advice from an objective and experienced governance consultant can help you make the most of the board self-assessment process by bringing a fresh perspective and the latest governance thinking into your boardroom. BoardSource offers the following resources for those who seek additional guidance. For more information, visit our website: www.boardsource.org.

DECK
What's a DECK? It's a deck of 15-20 PowerPoint slides featuring highlights from your board self-assessment (BSA) results and comparison scores benchmarking your assessment scores against other nonprofit boards that have used our BSA tool. The slide deck is a great tool to use when presenting your assessment results to the full board and setting priorities. Utilize it to start a meaningful and thoughtful conversation about how to strengthen performance.

CONNECT
BoardSource's new CONNECT service links you with the experience and expertise of a BoardSource consultant, who will analyze your BSA results, identify actions your board might take to strengthen its practices and performance, discuss his or her recommended next steps with several of your board leaders in a 45-minute conference call, and develop a PowerPoint presentation you can use to present your assessment information to your full board. CONNECT is a powerful tool for boards that are laying the groundwork for strategic planning, considering a change in structure and/or size, developing a stronger fundraising culture, embarking on a leadership transition, or are committed to increasing their effectiveness through board development.

Board Retreat
A well-planned and well-facilitated four- to six-hour board retreat led by one of BoardSource's experienced and expert governance consultants can assist you in understanding your BSA results, setting priorities for board development, forging camaraderie, and getting a start on tackling the challenging issues surfaced in a board self-assessment. A retreat includes a DECK.

Governance Check-Up & Review
After identifying your strengths and growth areas through a BSA, you may want to arrange for BoardSource's highest level of service. A BoardSource consultant will conduct a full governance review, appraising your board documents and interviewing board and executive staff members to drill down on your strengths and weaknesses. He or she will then work with your board on steps to take that will enhance the overall performance of your board and/or address issues surfaced in the review. The consultant will facilitate discussions focused on challenging assumptions, reaching consensus on priorities, and starting a plan for board development.

Leadership Institute Courses

The Certificate of Nonprofit Board Education
This certificate is for new and potential board members as well as staff and consultants who are new to working with a board. This program is offered through a series of webinars, an on-demand learning platform, or through a live training.

The Leadership Certificate for Nonprofit Board Chairs
This certificate is for board chairs seeking practical approaches to some of the most challenging aspects of the job. This program is offered through a series of webinars or through a live training.

The Leadership Certificate for Nonprofit Chief Executives
This certificate is for chief executives committed to building a constructive partnership with their board. This program is offered through a series of webinars or through a live training.

More detailed information on the certificate series can be found on our website.
About BoardSource

About Us
BoardSource envisions a world where every social sector organization has the leadership it needs to fulfill its mission and advance the public good. Our mission is to inspire and support excellence in nonprofit governance and board and staff leadership.

Established in 1988, BoardSource’s work is grounded in the fundamental belief that boards are critical to organizational success. With decades of hands-on experience working with and supporting nonprofit boards, BoardSource is the recognized leader in nonprofit governance and leadership, and a go-to resource for nonprofit board and executive leaders. BoardSource supports a broad and diverse cross-section of social sector organizations with

- leadership initiatives addressing key opportunities and issues within the nonprofit sector
- research and benchmarking of board composition, practices, and performance
- membership and board support programs
- customized diagnostics and performance assessment tools
- a comprehensive library of topic papers, publications, and downloadable infographics, tools, templates and more
- live and virtual education and training
- governance consultants who work directly with nonprofit leaders to design specialized solutions to meet an organization’s needs
- a biennial conference that brings together approximately 800 board leaders for two days of learning and sharing

A note to our global readers
The need for effective board leadership and governance knows no geographic boundaries, and BoardSource is committed to strong social sector board leadership and governance around the globe. While BoardSource uses United States laws and policies as the legal framework for our resources and recommendations, most of our resources do not focus on legal matters but rather on good governance practices, making them relevant to organizations working outside of the United States. We do suggest, however, that you refer to applicable laws in your country regarding financial reporting and other legal and transparency issues.

BoardSource is a 501(c)(3) organization.

For more information, please visit our website at www.boardsource.org, e-mail us at mail@boardsource.org, or call us at 800-883-6262.
<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Salaries/Wages</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Admin Fringe Benefits</td>
<td>0.00</td>
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<tr>
<td>Indirect Cost</td>
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<td>2,985.46</td>
<td>12,190.00</td>
<td>9,204.54</td>
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<tr>
<td><strong>Total</strong></td>
<td>2,985.46</td>
<td>2,985.46</td>
<td>12,190.00</td>
<td>9,204.54</td>
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**Operations Cost Categories**

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<tr>
<th>Item</th>
<th>Amount</th>
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<td>Salaries &amp; Wages</td>
<td>12,980.30</td>
<td>12,980.30</td>
<td>53,000.00</td>
<td>40,019.70</td>
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<tr>
<td>Fringe Benefits</td>
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<td>4,206.31</td>
<td>18,078.20</td>
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<td>Consultant/Prof.</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<td>Travel</td>
<td>0.00</td>
<td>0.00</td>
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<td>0.00</td>
</tr>
<tr>
<td>Space Cost/Rent/Utilities</td>
<td>0.00</td>
<td>0.00</td>
<td>2,000.00</td>
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<td>Consumable Supplies</td>
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<td>0.00</td>
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<td>Other Direct Costs</td>
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<td>89.47</td>
<td>28,050.80</td>
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<td><strong>Grand Total Expenditures</strong></td>
<td>20,261.54</td>
<td>20,261.54</td>
<td>113,319.00</td>
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### Addendum 4

#### Item S

<table>
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<tr>
<th>Category</th>
<th>Actual Current</th>
<th>Actual YTD</th>
<th>Budget YTD</th>
<th>Variance YTD</th>
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</thead>
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<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$2,215,560.45</td>
<td>$5,501,966.36</td>
<td>$29,659,202.05</td>
<td>$24,157,233.69</td>
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<tr>
<td><strong>Expense</strong></td>
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<tr>
<td>Total 931 - SALARIES</td>
<td>649,655.81</td>
<td>1,936,961.09</td>
<td>11,702,487.98</td>
<td>9,765,526.89</td>
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<td>Total 936 - FRINGE</td>
<td>189,491.50</td>
<td>563,780.81</td>
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<td>Total 940 - INDIRECT</td>
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<td>Total 932 - STIPENDS</td>
<td>10,344.30</td>
<td>35,860.24</td>
<td>201,284.00</td>
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<td>Total 942 - CONTRACTUAL</td>
<td>139,579.71</td>
<td>362,866.43</td>
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<td>1,232,872.74</td>
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<tr>
<td>Total 951 - TRAVEL/TRANSPORTATION</td>
<td>75,291.31</td>
<td>169,601.37</td>
<td>1,545,088.43</td>
<td>1,376,088.06</td>
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<td>Total 961 - SPACE</td>
<td>10,260.00</td>
<td>30,880.00</td>
<td>239,286.00</td>
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<td>Total 963 - TELEPHONE/UTILITIES</td>
<td>33,800.52</td>
<td>117,439.88</td>
<td>685,675.11</td>
<td>568,235.23</td>
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<td>Total 962 - REHAB/RENOVATION</td>
<td>7,533.11</td>
<td>7,533.11</td>
<td>0.00</td>
<td>(7,533.11)</td>
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<td>Total 997 - POSTAGE</td>
<td>776.90</td>
<td>3,437.52</td>
<td>30,814.28</td>
<td>27,376.76</td>
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<td>Total 971 - SUPPLIES</td>
<td>92,760.82</td>
<td>196,738.79</td>
<td>679,589.14</td>
<td>482,850.35</td>
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<tr>
<td>Total 974 - FOOD/ NUTRITION SUPPORT</td>
<td>122,215.75</td>
<td>354,459.94</td>
<td>1,344,872.73</td>
<td>990,412.79</td>
</tr>
<tr>
<td>Total 981 - EQUIPMENT/FACILITIES</td>
<td>16,362.92</td>
<td>69,289.57</td>
<td>770,226.00</td>
<td>700,936.43</td>
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<tr>
<td>Total 985 - ADVERTISING/PROMOTION</td>
<td>7,153.00</td>
<td>13,828.15</td>
<td>94,192.18</td>
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<tr>
<td>Total 990 - INSURANCE</td>
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<td>362,099.95</td>
<td>2,187,192.58</td>
<td>1,825,092.63</td>
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<tr>
<td>Total 992 - PRINTING/PUBLICATIONS</td>
<td>3,363.72</td>
<td>21,916.30</td>
<td>89,192.93</td>
<td>67,276.63</td>
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<td>Total 993 - REPAIRS/MAINTENANCE</td>
<td>62,123.32</td>
<td>139,651.25</td>
<td>424,343.20</td>
<td>284,691.95</td>
</tr>
<tr>
<td>Total 956 - TRAINING</td>
<td>15,047.61</td>
<td>34,013.56</td>
<td>373,072.50</td>
<td>339,058.94</td>
</tr>
<tr>
<td>Total 980 - FEES/LICENSING/DUES</td>
<td>17,054.00</td>
<td>37,602.46</td>
<td>158,074.92</td>
<td>120,472.46</td>
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<tr>
<td>Total 965 - DIRECT SERVICES</td>
<td>0.00</td>
<td>454.74</td>
<td>4,000.00</td>
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<tr>
<td>Total 982 - INTEREST</td>
<td>14.96</td>
<td>9,923.85</td>
<td>0.00</td>
<td>(9,923.85)</td>
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<tr>
<td>Total 998 - OTHER</td>
<td>20,531.76</td>
<td>14,542.64</td>
<td>571,187.34</td>
<td>556,644.70</td>
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<tr>
<td>Total 999 - IN-KIND/MATCH EXPENSE</td>
<td>126,398.25</td>
<td>361,537.63</td>
<td>1,070,059.68</td>
<td>708,522.05</td>
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<td><strong>Total Expense</strong></td>
<td>$1,816,847.12</td>
<td>$5,237,352.46</td>
<td>$29,917,428.97</td>
<td>$24,680,076.51</td>
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<tr>
<td><strong>Excess Revenue Over Expenses</strong></td>
<td>$398,713.33</td>
<td>($264,615.90)</td>
<td>($258,226.92)</td>
<td>($522,842.82)</td>
</tr>
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</table>
Grants Administration Information

The funding source announces the availability of grant funds and opens the application process. Little Dixie program staff or Planning department staff completes and submits the application for the grant, with board approval for submission.

If the application is successful, the grant is funded, with a beginning and ending date, staff positions required, allowable and required activities, a budget, reporting requirements, etc. Again, the board is asked to approve acceptance of the grant or contract.

If it's a continuing grant such as Head Start/Early Head Start, staff is already in place so operations continue but with a new grant number and new tracking numbers. All grants are tracked separately by use of general ledger account numbers and fund accounting software.

Program staff is responsible for knowing what is necessary and allowable to be paid for out of the grant. Regular purchases such as supplies require cost comparisons to ensure that grant funds are not wasted.

Accounting staff processes all payroll transactions and all accounts payable transactions, using the paperwork that the program staff submits. All transactions are coded with an account number linked to the individual grant. No other grant will have the same account numbers.

At the end of every month, the Accounting staff produces financial reports for each grant. These are given to program directors for their use in monitoring their budgets, and in the case of Head Start/Early Head Start, for reporting to the Policy Council. Accounting also files financial reports to funding sources as required, usually at the end of each quarter, or every six months, or once a year, and at the end of the grant. Payroll taxes and Retirement contributions are submitted as required.

The Little Dixie Board of Directors is given monthly summary financial information for each grant, and other types of information required to keep them informed and knowledgeable about the agency. There is a Board Finance/Audit/Loan committee that meets monthly and reports to the full board.

At the end of every Little Dixie fiscal year, which is January 1 through December 31, we are required to have an agency-wide audit. Little Dixie has many different activities that are audited, with Head Start/Early Head Start being our largest grant each year. The audit is performed in the first months of the year following. There is a federal requirement that it be completed and filed by September 30 each year, but ours is usually completed by June 30. The audit contains information that funding sources use to evaluate the performance of the grants and of the agency for the year. It also includes the “Summary of the Auditor” as to whether the audit is “unmodified” which means clean and good, or “modified” which is not good, and includes the audit findings, if there are any. Members of the Finance/Audit/Loan committee receive the finished audit as soon as we have it.

The Certified Public Auditor firm that performs the audit presents the audit to the full Board of Directors via WebX after its filing. The Board is asked to accept and approve the audit. The audit is posted on the Little Dixie website at www.littledixie.org under the About tab Reports & Financials.

The final presentation of the annual audit is to the Policy Council, and it takes places after the full Board has accepted and approved the audit.
Organizational Standards

The CSBG Organizational Standards are a comprehensive set of standards developed with input from the entire CSBG Network through a three year-multi phase process. The Organizational Standards are organized in three thematic groups comprising nine categories and totals of 58 standards for private, nonprofit entities. The purpose of the organizational standards is to ensure that all agencies have appropriate organizational capacity, in both critical financial and administrative areas, as well as areas of unique importance to the mission of the Community Action network.

**Maximum Feasible Participation**
- Category 1: Consumer Input & Involvement
- Category 2: Community Engagement
- Category 3: Community Assessment

**Vision & Direction Standards**
- Category 4: Organizational Leadership
- Category 5: Board Governance
- Category 6: Strategic Planning

**Operations & Accountability Standards**
- Category 7: Human Resource Management
- Category 8: Financial Operations & Oversight
- Category 9: Data & Analysis

**Category Five - Board Governance**

O.S. 5.1 - The organization’s governing board is structured in compliance with the CSBG Act: (1) At least one third democratically-selected representatives of the low-income community; (2) One-third local elected officials (or their representatives); and (3) the remaining membership from major groups/interests in the community.

O.S. 5.2 - The organization’s governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.

O.S. 5.3 - The organization’s bylaws have been reviewed by an attorney within the past five years.

O.S. 5.4 - The organization documents that each governing board member has received a copy of the bylaws within the past two years.

O.S. 5.5 - The organization’s governing board meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its bylaws.

O.S. 5.6 - Each governing board member has signed a conflict of interest policy within the past two years.

O.S. 5.7 - The organization has a process to provide a structured orientation for governing board members within six months of being seated.

O.S. 5.8 - Governing board members have been provided with training on their duties and responsibilities within the past two years.

O.S. 5.9 - The organization’s governing board receives programmatic reports at each regular board meeting.
What Reviews are Included in AMS 2.0?

*FA1 = Focus Area 1, FA2 = Focus Area 2, ERSEA = Eligibility, Recruitment, Selection, Enrollment, and Attendance; CLASS® = Classroom Assessment Scoring System®

The AMS 2.0: The Foundation