

Effective Boards Series 2024

Upholding the Public Trust	Thursday, February 15 3 – 4:30 p.m. Zoom
What Does a Treasurer Do?	Tuesday, February 27 9 a.m. – 12 p.m. Geekdom
So, You Want to be President	Tuesday, March 26 9 a.m. – 12 p.m. Geekdom
Why Do We Need a Secretary?	Tuesday, April 30 9 a.m. – 12 p.m. Geekdom
Funders' Perspectives on Effective Boards	May Zoom

Board Member Journey	Summer In-Person
Representing Your Organization	August In-Person
Recruiting & Orienting Board Members	September Zoom
Fundraising for Board Members	October Zoom

LISC SAN ANTONIO



**LISC
SAN ANTONIO**

**Effective Boards:
What Does a Treasurer Do?**

Tuesday, February 27

9 a.m. - 12 p.m.

Geekdom



2024

Effective Boards

- **Meeting your Nonprofit Mission & Providing Accountability**
- **Governance vs. Management & Board Development**
- **Fiduciary Responsibility**
- **Skills Treasurers Need & When to Apply Them**
- **Building Board and Treasurer Confidence**

Break

- **Common Challenges**
- **Acquiring and Developing Skills**
- **Alternative Models**
- **Q&A**

LISC SAN ANTONIO

ABOUT

Local Initiatives Support Corporation

Together with residents and partners, LISC's 38 local offices help forge resilient and inclusive communities of opportunity across America.

MISSION

Working in community to build wealth, health and power

STRATEGY

Expanding local partners' capacity
Advocating for & leading systems change

VALUES

People are at the center of our work
We move at the speed of trust

VISION

A community in which residents are empowered to achieve their aspirations

Meet the Experts

Leslie Palmer

Managing Consultant & Founding Principal | M. Leslie Palmer Consulting Group

Christopher M. Carmona, CPA

Co-Founding Partner | Schriver, Carmona & Company

La Juana Chambers Lawson

Founder & CEO | Tacit Growth Strategies

Kristin Davila

President & Executive Director | Merced Housing Texas

Kirk King

Executive Director | Affinius Capital

Board Chair | Merced Housing Texas

Speaker biographies are provided in your handouts.



2024
EFFECTIVE
BOARDS
LISC San Antonio



WELCOME TO WHAT DOES A TREASURER DO?

While the board as a whole is responsible for effectively governing an organization, the officers are responsible for leading and operating the board. They ensure the necessary tasks are completed smoothly and promote a positive board culture.



TODAY'S CONVERSATION



MISSION



ACCOUNTABILITY



**GOVERNANCE VS
MANAGEMENT**



**BOARD
DEVELOPMENT**






KNOW THY MISSION, VISION & VALUES



- Know what problem you are trying to solve.
- Know how you go about solving that problem.
- Know the values your organization abides by.



ACCOUNTABILITY



America's charitable nonprofits rely on the public trust to do their work and advance their missions. That is why it is so important that charitable nonprofits continuously earn the public's trust through their commitment to ethical principles, transparency, and accountability.



GOVERNANCE VS MANAGEMENT

"Governance" is the strategic task of setting the organization's goals, direction, limitations and accountability frameworks.




"Management" is the allocation of resources and overseeing the day-to-day operations of the organization.

One way to think about this is that Governance determines the "What?" - what the organization does and what it should become in the future. Management determines the "How?" - how the organization will reach those goals and aspirations."





BOARD DEVELOPMENT

- 
- 
- Clarity of roles
 - Transparency on time commitment
 - Recruit for skill set as well as passion
 - Build a bench
 - Seek professional development
 - Work within a committee structure
- 

CONTACT US



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San Antonio, TX 78248**



A decorative border on the left and right sides of the slide, composed of several hexagonal shapes. Some hexagons are solid red or blue, while others contain black and white photographs of business professionals in various settings, such as meetings, conferences, and office environments.

THANK YOU





presents

**EFFECTIVE BOARDS: NONPROFIT
TREASURER TRAINING
ON
FEBRUARY 27, 2024**

Presented by: Christopher M. Carmona, CPA
Schriver, Carmona & Company PLLC



Fiduciary Responsibility

FIDUCIARY RESPONSIBILITY

Objectives:

- Overview of board liability
- Understanding fiscal/fiduciary responsibility

FIDUCIARY RESPONSIBILITY (CONT.)

3 Types of Board Liability

❑ Corporate Liability:

- Ensuring adherence to state laws and bylaws.
- Addressing court cases related to bylaw violations.
- Fiduciary responsibility in employment matters.

❑ Federal Liability:

- Compliance with IRS regulations.
- Maintaining tax-exempt status.
- Avoiding excessive compensation scrutiny.

❑ General Liability:

- Preventing gross negligence.
- Examples: inadequate screening, safety hazards.

FIDUCIARY RESPONSIBILITY (CONT.)

What is Directors' and Officers' Insurance?

- Specific insurance to safeguard board members and the organization for causes of action not covered by a general liability policy.
- A separate policy from the general liability policy
- Important benefit – provides broad coverage for employment-related claims.
- Provides both defense and indemnification for the individual directors and officers, and the organization.
- Not all policies are the same. It is important to review the specific language of your policy.

Resource: <https://nonprofitrisk.org/resources/articles/what-do-you-know-about-do/>

FIDUCIARY RESPONSIBILITY (CONT.)

What is Fiduciary Responsibility?

Fiduciary responsibility is an obligation that prevents one party from acting in their own interest rather than in the interest of the organization. For nonprofits, this ethical commitment makes it possible for them to fulfill their missions.

Why is Fiduciary Responsibility Important?

Fiduciary responsibilities provide the following:

- Protection of an organization's assets from misuse of power
- Prevent conflicts of interest
- Provide greater transparency and accountability
- Promote a higher level of professionalism from the organization's leaders regarding financial stewardship.

FIDUCIARY RESPONSIBILITY (CONT.)

A 2018 analysis of nonprofit financial health conducted by Oliver Wyman, SeaChange Capital Partners, and GuideStar by Candid concluded that among U.S. nonprofits:

- 7-8% are technically insolvent with liabilities exceeding assets
- 30% face potential liquidity issues with minimal cash reserves and/or short-term assets less than short-term liabilities
- 30% have lost money over the last three years
- ~50% have less than one month of operating reserves

The Treasurer Role

THE TREASURER ROLE

What is the role of a nonprofit Treasurer?

▪ **Key Responsibilities:**

- ✓ Custodian of Financial Assets
- ✓ Financial Oversight
- ✓ Budgeting and Financial Planning
- ✓ Reporting and Transparency

▪ **Critical Duties:**

- ✓ Financial Record-Keeping
- ✓ Budget Development and Monitoring
- ✓ Financial Policy Development
- ✓ Liaison with Auditors and Regulators

THE TREASURER ROLE (CONT.)

What are the qualities of an effective nonprofit Treasurer?

❑ Financial Expertise:

- Understanding of Accounting Principles
- Experience with Budgeting and Financial Analysis

❑ Communication Skills:

- Ability to Present Financial Information Clearly
- Collaborative Approach with Board and Staff

❑ Ethical Standards:

- Commitment to Transparency and Integrity
- Adherence to Legal and Regulatory Requirements

❑ Strategic Vision:

- Alignment of Financial Goals with Organizational Mission
- Contribution to Long-Term Financial Sustainability

THE TREASURER ROLE (CONT.)

Why is the Treasurer role important?

- **Financial Stewardship:**

- ✓ Safeguarding of Assets and Resources
- ✓ Mitigation of Financial Risks

- **Decision Support:**

- ✓ Providing Financial Insights for Strategic Decision-Making
- ✓ Ensuring Financial Sustainability and Growth

- **Board Governance:**

- ✓ Fulfillment of Fiduciary Responsibilities
- ✓ Enhancement of Organizational Accountability

The Nonprofit Treasurer plays a vital role in ensuring the financial health and accountability of the organization, requiring a combination of financial expertise, communication skills, ethical standards, and strategic vision.

Building Board and Treasurer Confidence

BUILDING BOARD AND TREASURER CONFIDENCE

- Define roles, responsibilities, and expectations clearly.
- Obtain a basic understanding of financial statements and IRS regulations.
- Develop a solid budgeting process with sound budgeting practices.
- Establish transparent financial policies and procedures.
- Communicate organizational goals and financial objectives effectively.
- Develop key financial metrics to be reported on consistently.
- Regular Communication:
 - Foster open communication channels within the organization.
 - Schedule regular meetings to review financial reports and address concerns.
 - Encourage dialogue between the Treasurer and other board members/staff.

Break (15 Minutes)



TACIT GROWTH STRATEGIES

Effective Boards:
Nonprofit Treasurer
Training

Common
Challenges



TACIT GROWTH STRATEGIES



AVAILABLE IN 50 STATES AND THE DISTRICT OF COLUMBIA, CANADA, AND MEXICO

TACIT GROWTH STRATEGIES



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MEET YOUR HUB & SMWBE GOALS WITH US



DID YOU KNOW?
TACIT GROWTH STRATEGIES IS AN AWARDED CONTRACTOR OF A NATIONAL PURCHASING COOPERATIVE FOR PUBLIC SECTOR ENTITIES (GOVERNMENT & EDUCATION), PURCHASING COOPERATIVE OF AMERICA (PCA).



CONTRACT AWARD:
GRANT WRITING FOR
STATE & FEDERAL
GRANTS

[HTTPS://GROWTHTACIT.COM/](https://growthtacit.com/)

TACIT GROWTH STRATEGIES

× What We Do TGS for YWCA SA

TESTIMONIAL

SHARE YOUR EXPERIENCE WORKING WITH TACIT GROWTH STRATEGIES



Francesca Rattray

FRANCESCA RATTRAY

CHIEF EXECUTIVE OFFICER
YWCA SAN ANTONIO



La Juana "The PMO CEO"
Chambers Lawson

Founder and Chief Executive Officer

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A Tad About La Juana "The PMO CEO" Chambers Lawson's Experience

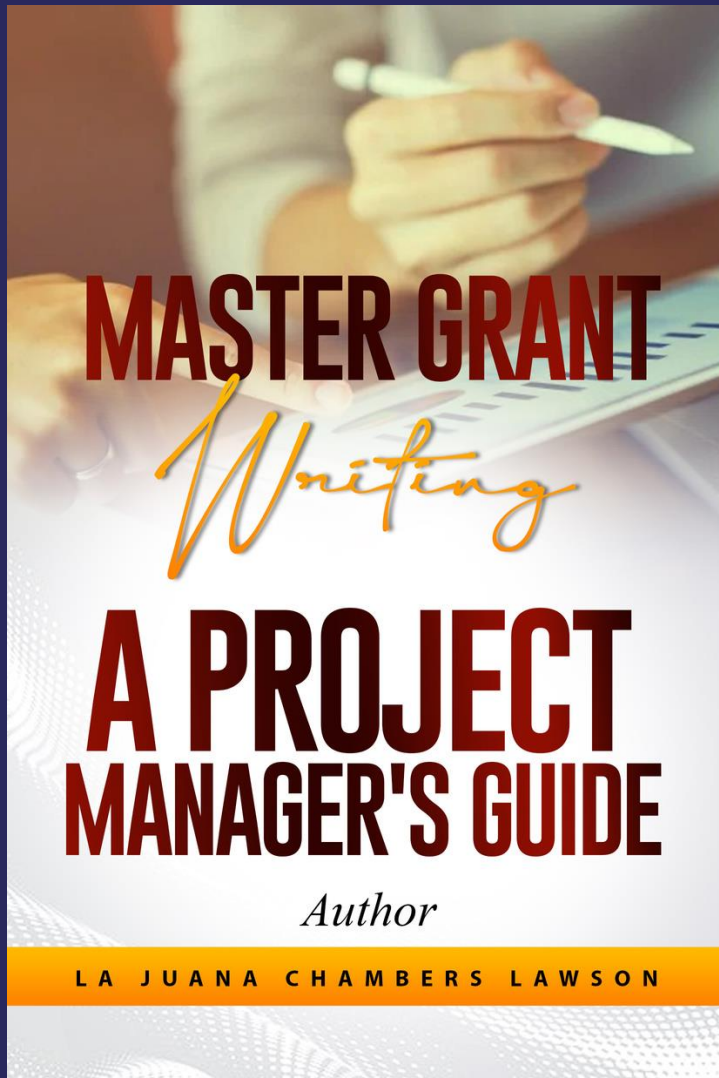


TACIT GROWTH STRATEGIES

- Owner, Founder & CEO of [Tacit Growth Strategies](#)
- REALTOR® | Commercial Real Estate, Phyllis Browning Company, Luxury RE Company
- Board President, Close to Home (TX-500 San Antonio/Bexar County HUD CoC)
- Vice President, Fair Contracting Coalition | The Report Card Group
- Vice President, Alamo Project Management Institute (Alamo PMI)
- Director-General, Global Alliance for Angel Investor and Venture Capital Networks
- COSA Small Business Economic Development & Advocacy (SBEDA) Committee (Mayoral)
- University of the Incarnate Word, Lecturer (Undergraduate)
- Our Lady of the Lake University, Lecturer (Graduate)
- Mentor for Trinity University Venture Mentoring Program (TU-VMS)
- Mentor for International Business Owners, Nasdaq Entrepreneurial Center
- Board Member, River City Federal Credit Union Community Advisory Board
- Procurement Chair/Board Director, African American Chamber of Commerce of SA
- Former President/Board Chair, San Antonio African American Community Archive and Museum (SAAACAM)
- Best-selling author in project management and grants: “[Master Grant Writing: A Project Manager’s Guide](#)” available on Amazon and [growthistacit.com](#)
- San Antonio Business Journal’s 40 Under 40 Honoree 2022
- San Antonio Women’s Hall of Fame (2024)
- Featured in O, The Oprah Magazine, Forbes, MarketWatch, Entrepreneur, San Antonio Express News, and more...

Impact:

Financial investment that should **yield** a commensurate return



"For every dollar that we invest into the pursuit of a new endeavor, like pursuing grant opportunities, what is the minimum that we expect to get in return? (Master Grant Writing, pp. 11)".

TACIT GROWTH STRATEGIES

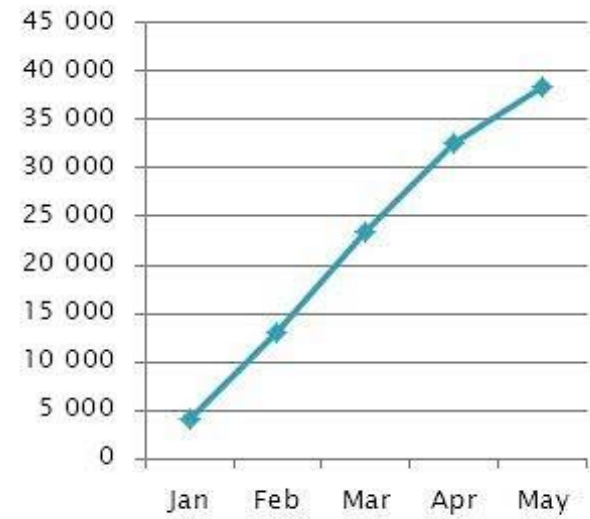
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Time-Phased Budget Example

* NOTE

Funding Limit
Reconciliation

Activity	Months					Total by Activity
	January	February	March	April	May	
Survey	4,000					4,000
Design		5,000	3,000			8,000
Clear Site		4,000				4,000
Foundation			7,500			7,500
Framing				8,000	2,000	10,000
Plumb & Wire				1,000	4,000	5,000
Monthly Planned	4,000	9,000	10,500	9,000	6,000	
Cumulative	4,000	13,000	23,500	32,500	38,500	38,500



Funding Limit Reconciliation

Most organizations usually have limited resources to fund their projects and this affects the cash flow of the entire organization. In most cases, the funding is based on every quarter or for the fiscal year. It is important for the project budget to follow the constraints imposed by the funding limit reconciliation.

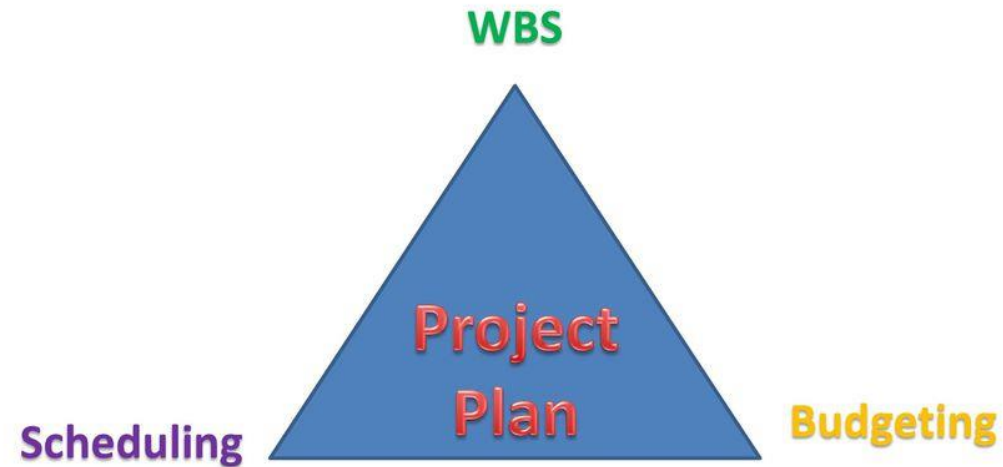
For instance, if a project manager has outsourced part of a project and the vendor delivers the work in the first quarter but payment was planned for in the second quarter, the project manager do not have any funds to pay for the services rendered by the vendor for the first quarter. Thus, the funding limit reconciliation is used to prevent the large variation in the expenditure of the funds for the project to allow the project manager to pay the vendor.

This particular project management technique often leads to the revision of the schedule as well as the allocation of the resources. This, the budget does not only impact the cost but also the scope of work and the schedule.

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- The budget is a plan that identifies the resources, goals, and schedule that allows an organization to achieve those goals.

The Relationship among WBS, Scheduling, and Budgeting

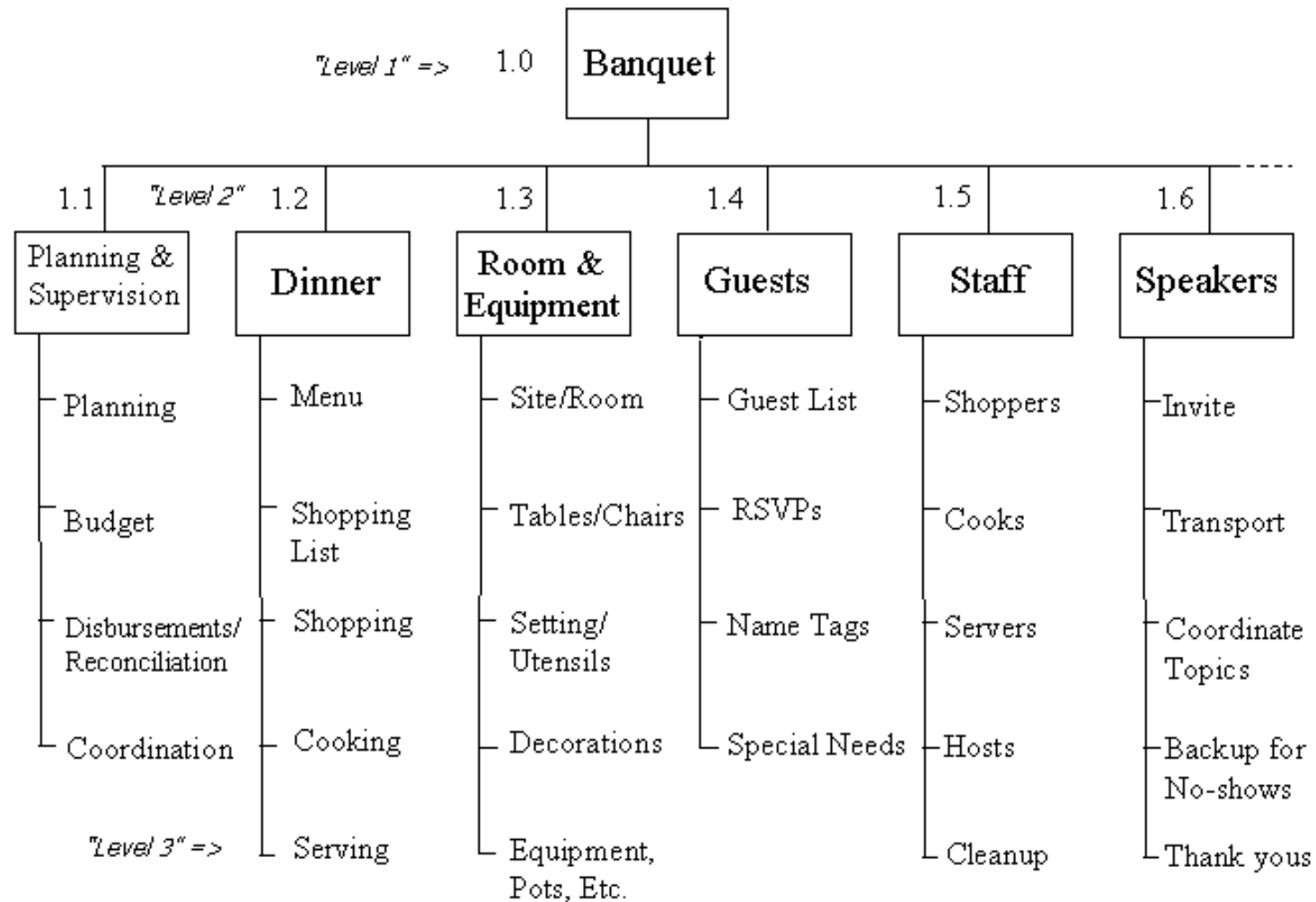


Work Breakdown Structure (WBS)

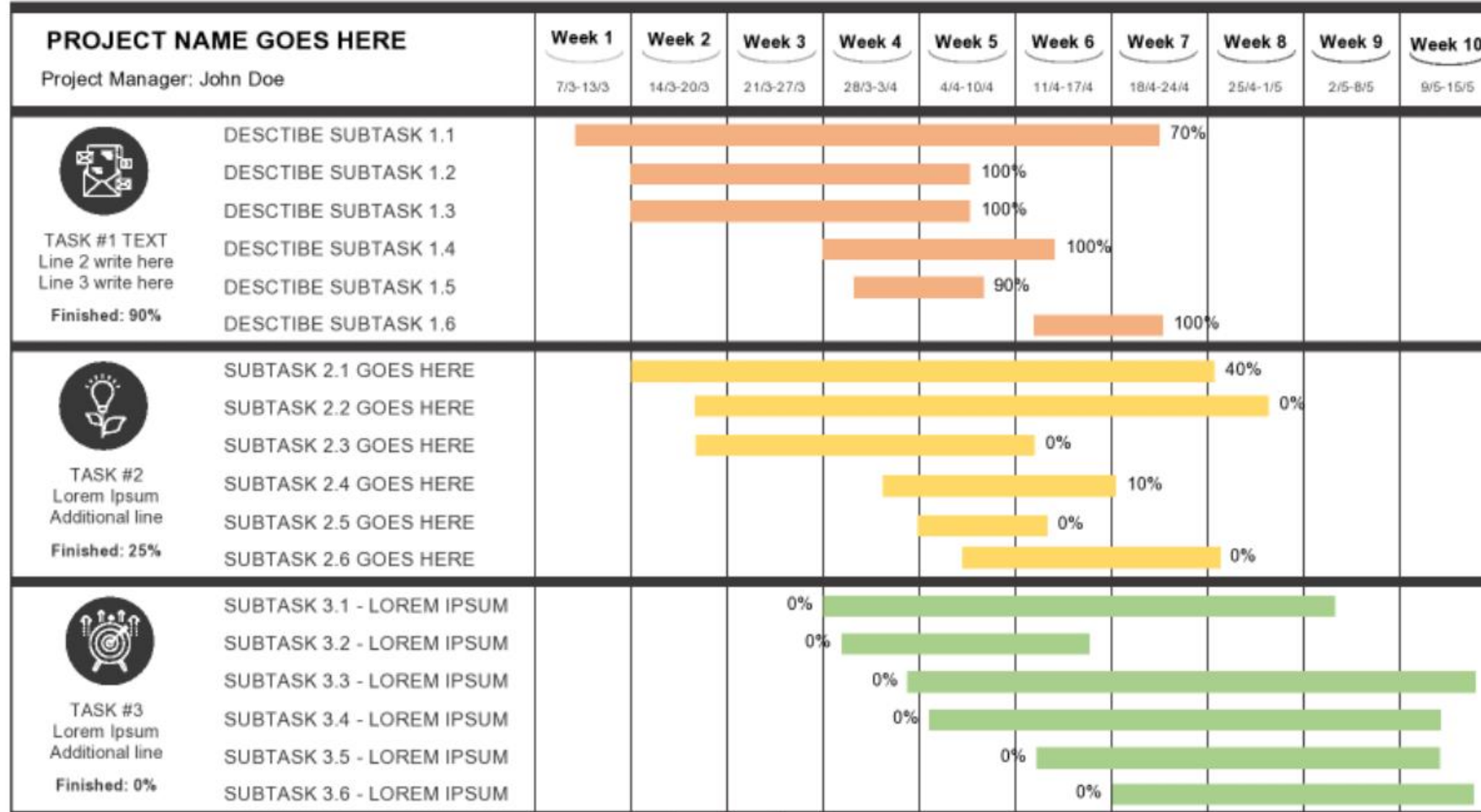
The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the project deliverables. Each deliverable is decomposed, or broken down, into specific "bite-sized" pieces representing work to be completed.

The WBS represents 100% of the work that needs to be done to complete a contract or grant-funded project/program.

WBS Example - Banquet



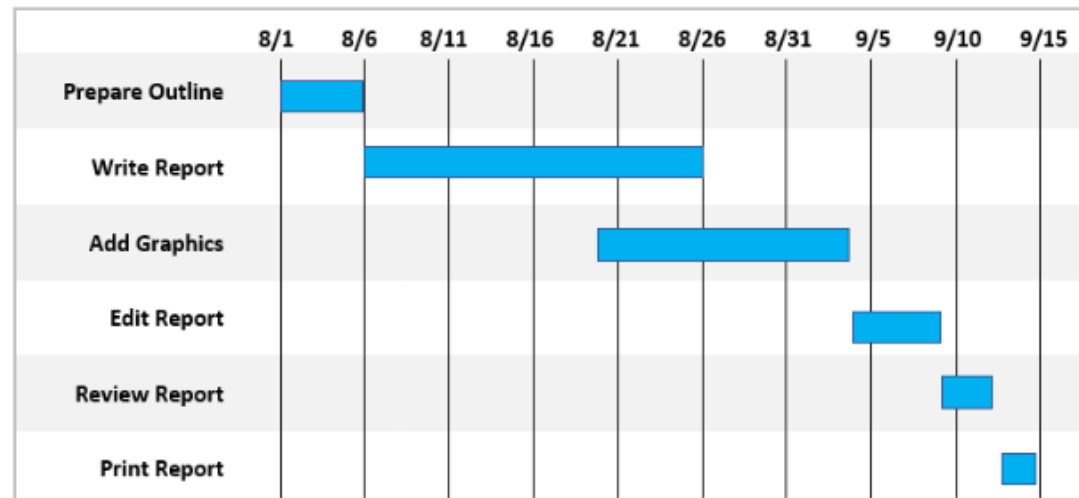
Gantt Chart with Subtasks



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Team Task Accountability

- Encourage team members to self-organize in determining:
 - The work that needs to be done
 - How to perform the work
 - Who should perform it
- In Agile approaches, the team commits to performing work in an iteration.
- Use Gantt charts and Kanban boards to promote visibility and collaboration.



The RACI Chart

RACI chart* A common type of responsibility assignment matrix (RAM) that uses responsible, accountable, consult, and inform statuses to define the involvement of stakeholders in project activities.

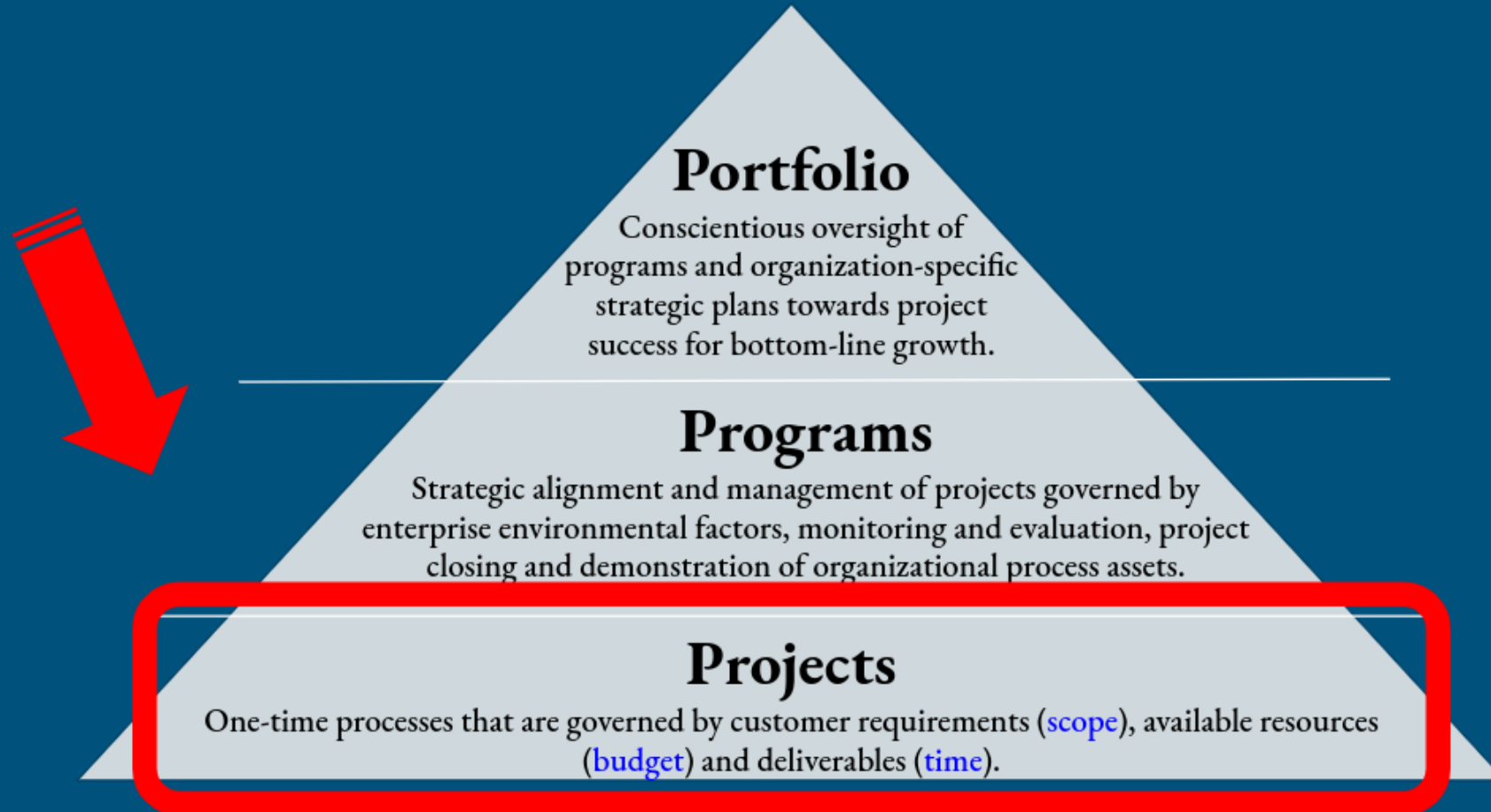
	Project Manager	Engineering Manager	Quality Assurance Manager	Purchasing Manager	Manufacturing Manager
Create blueprints	A	R	C		C
Manufacture circuit board	I	C	C		A
Test circuit board	I	R	A		R
Order components	C	C	I	A	I
Assemble	I		C		A

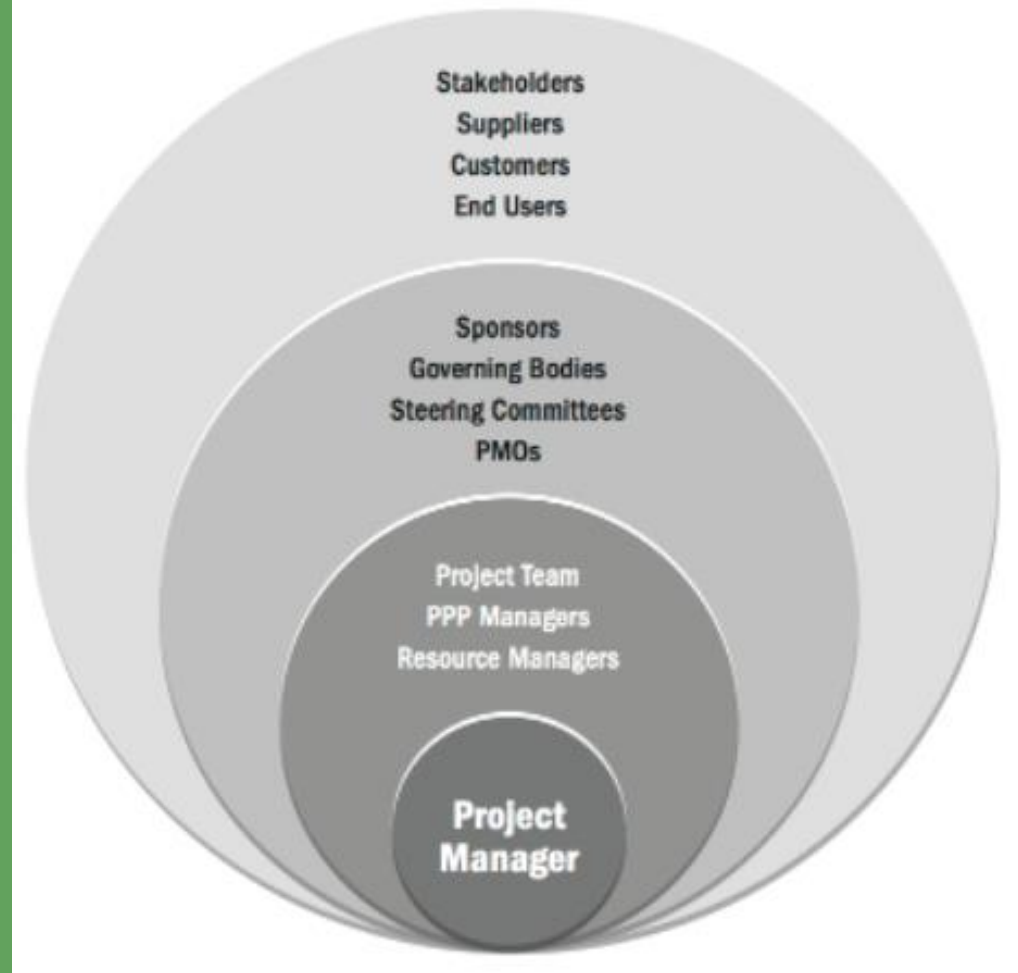
R = Responsible A = Accountable C = Consulted I = Informed



Anatomy of Grant Project Management

Anatomy of Project Management





A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, Project Management Institute, Inc., 2017, Page 551.

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Agile

- Agility means the ability to quickly adjust and respond to changing business needs.
- It means achieving goals before the loss of donor's attention or commitment.
- It means being responsive at the local and global levels to immediate needs.
- It means that "do more with less" now translates into "achieve it faster" whatever "it" is.

Practical Project Management for Agile Nonprofits

by Karen R.J. White

Traditional Project Management

"Project Management can be defined as the art of coordinating resources and directing cross-functional teams so the components of work performed by each team produce frequent value to the customer(s) with a stake in the project (Master Grant Writing, pp. 23)".

Applying Agile to Nonprofits (Lessons Learned)

The Ability To Test Innovation Before Investing

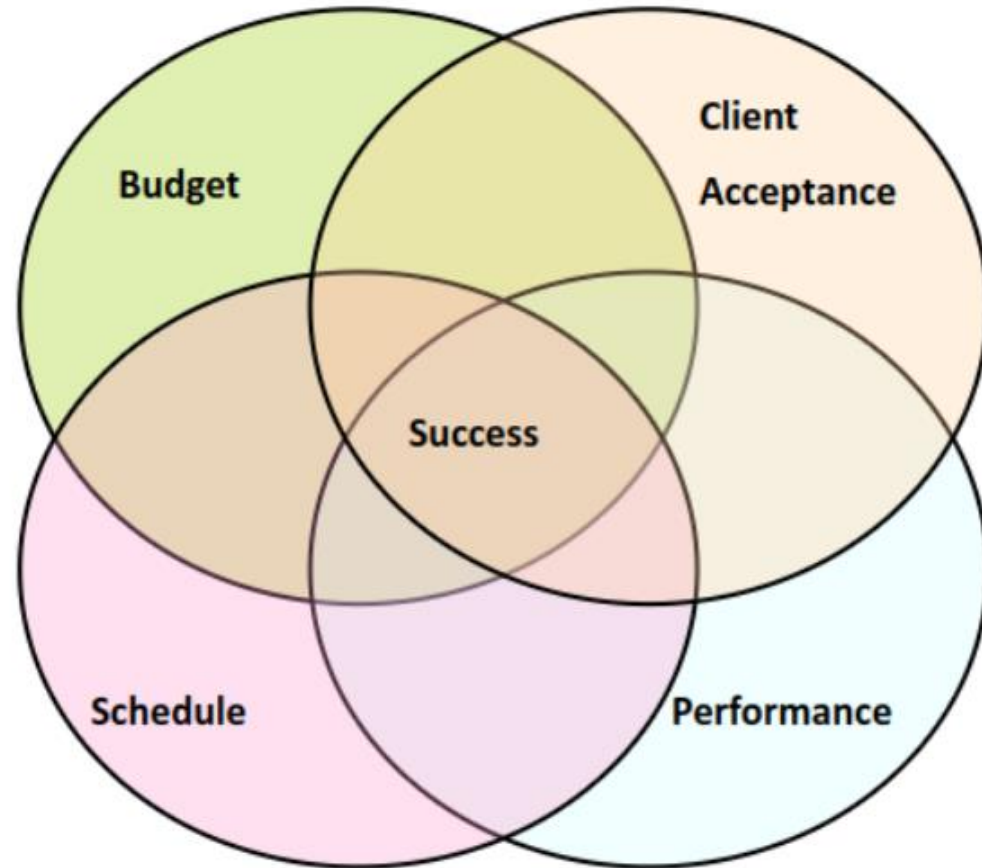
- When we began looking to partner with fintech startups to gain efficiencies and better serve our clients, it was easy to fall for companies with “killer apps,” only to discover they couldn’t execute. Now, we pilot these partnerships in a “sandbox” environment, allowing us to test innovation without a full and costly business integration. This accelerates speed-to-market while reducing costs. - Rupert Scofield, FINCA International

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The value of earned value management (EVM)

	Month 1	Month 2	Month 3	Month 4	Month 5	Total
Budget	100	100	100	100	0	400
Actual	60	90	110	130	140	530
Variance	40	10	-10	-30	-140	-130

Quadruple Constraints of Project Success



TACIT GROWTH STRATEGIES

Global Council for the Promotion of International Trade GAO Presentation on UN Sustainable Development Goal (SDG) #16: Peace, Justice and Strong Institutions by La Juana Chambers Lawson, Tacit Growth Strategies

FOR REGISTRATION

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[HTTPS://GCPIT.UK/EVENT/GFCS2022/](https://gcpit.uk/event/gfcs2022/)

DAY 1



28TH APRIL 2022



15.00 - 15.15 GMT + 1



Sustainable Development Goals

GLOBAL FOUNDERS' COUNCIL SUMMIT 2022

To promote sustainable business models and best practices to the worldwide creation of new industries over the medium to long term.

Impact Investment Partner

TACIT GROWTH STRATEGIES



LA JUANA

CHAMBERS LAWSON

Founder and CEO, Tacit Growth
Strategies, United States

*Wait, Is This Procedurally Just?
Highest ethical and governance
standards (UN SDG #16)*

[https://
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Y?si=XqeOv-
dtJtTWSDs9&t=295](https://youtu.be/48xk62bMABY?si=XqeOv-dtJtTWSDs9&t=295)

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GCPIT

Global Council for The Promotion
of International Trade

GAAVCN

Global Alliance of Angel Investor
and Venture Capital Networks

GFCSD

Global Founders' Council for
Sustainable Development

GPASD

Global Parliamentary Alliance
for Sustainable Development



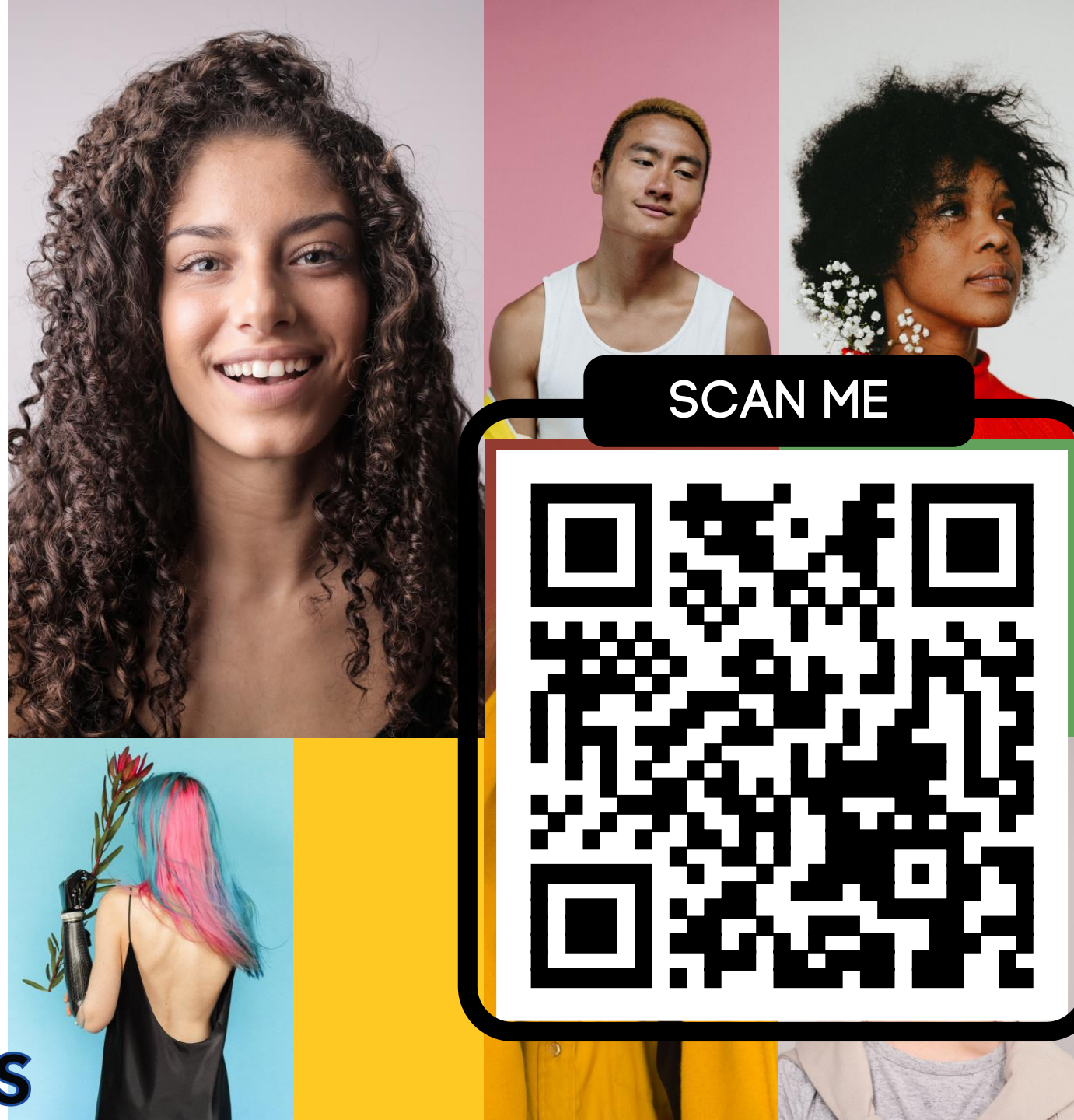
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Digestion Break and...

Retention Check

- Review and discuss **Questions to Ponder** on page 6 of 12 of the Tacit Growth Strategies Participant Handout.



TACIT GROWTH STRATEGIES

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La Juana "The PMO CEO" Chambers Lawson

Master Grant Writing: A Project Manager's
Guide



SCAN ME 



La Juana "The PMO CEO" Chambers
Lawson

Founder and Chief Executive Officer

How Can Treasurers Acquire and Develop Their Skills

HOW CAN TREASURERS ACQUIRE AND DEVELOP THEIR SKILLS

- **Training and Education:**

- ✓ Provide comprehensive training on financial management.
- ✓ Offer workshops or seminars on nonprofit financial best practices.
- ✓ Encourage participation in relevant courses or certifications.

- **Access to Resources:**

- ✓ Ensure access to financial tools and software for efficient record-keeping.
- ✓ Provide access to financial advisors or consultants for guidance.
- ✓ Offer ongoing support and mentorship for skill development.

- **Recognition and Appreciation:**

- ✓ Acknowledge the Treasurer's contributions and dedication.
- ✓ Celebrate milestones and achievements in financial management.
- ✓ Provide feedback and constructive criticism to promote growth.

HOW CAN TREASURERS ACQUIRE AND DEVELOP THEIR SKILLS (CONT.)

- **Continuous Improvement:**

- ✓ Encourage professional development opportunities for the Treasurer.
- ✓ Seek feedback from stakeholders to identify areas for improvement.
- ✓ Embrace a culture of learning and adaptability within the organization.

Building Treasurer confidence requires a combination of training, support, clear communication, recognition, and a commitment to continuous improvement. By providing the necessary resources and fostering a supportive environment, organizations can empower Treasurers to excel in their roles and contribute to the financial success of the organization.



MERCED

HOUSING TEXAS

S I N C E 1 9 9 5

Kristin L. Davila, President & Executive Director

Kirklan King, Board Chair



Merced Housing Texas' Mission

is to create and strengthen healthy communities by providing quality, affordable housing with supportive services for individuals, families, and older adults with low incomes. We hold Integrity, Compassion, Service and Collaboration as our core values.



Merced meets its mission through its programs:

Owner-Occupied Repair Program (OORP)

- Health- and safety-related repairs
- Mainly senior/disabled low-income homeowners
- Age in place/stay longer in their homes
- 726 homes repaired to date



Multi-Family Program

- 1,515 quality, affordable apartment homes
- 15 multi-family communities
- Primarily San Antonio and Bexar County, some in Corpus Christi, Conroe, Somerset, Karnes City, Goliad and Fort Worth.

Resident & Supportive Services Program:

- Program connects residents and homeowners to resources and community programs that strengthen housing stability
- Helps residents achieve their own outcomes – good health, education, and financial stability
- Apartment residents in crisis and OORP participants have access to one-on-one case management support.



Merced's Connection to Mercy Housing and Current Bylaws

Merced formed by nine congregations of Catholic Sisters in 1995 as an affiliate of Mercy Housing out of Denver, CO.

Although Merced separated from Mercy Housing in 1999, some of that initial corporate structure has been retained.

ARTICLE 5 - AUTHORITY AND DUTIES OF CORPORATE OFFICERS, AGENTS, AND EMPLOYEES

5.I Corporate Officers. The following shall be the officers of the Corporation (collectively, the "*Officers*"): President, Vice President, Secretary, and Treasurer, and such other Officers as the Board may designate. Two or more Offices may be held by the same person, except that the Offices of Secretary and President must be held by separate individuals at all times. No individual may be both an Officer and a Director at the same time.

Election of Officers; Term. All Officers shall each serve 1-year terms, and shall be elected by the Board at each Annual Meeting. Officers shall be eligible for re-election, without term limit.

Powers and Duties of Officers. Subject to the control of the Board, all Officers shall have such authority and shall perform such duties as may be provided in these Bylaws or by resolution of the Board. At a minimum the following shall apply:

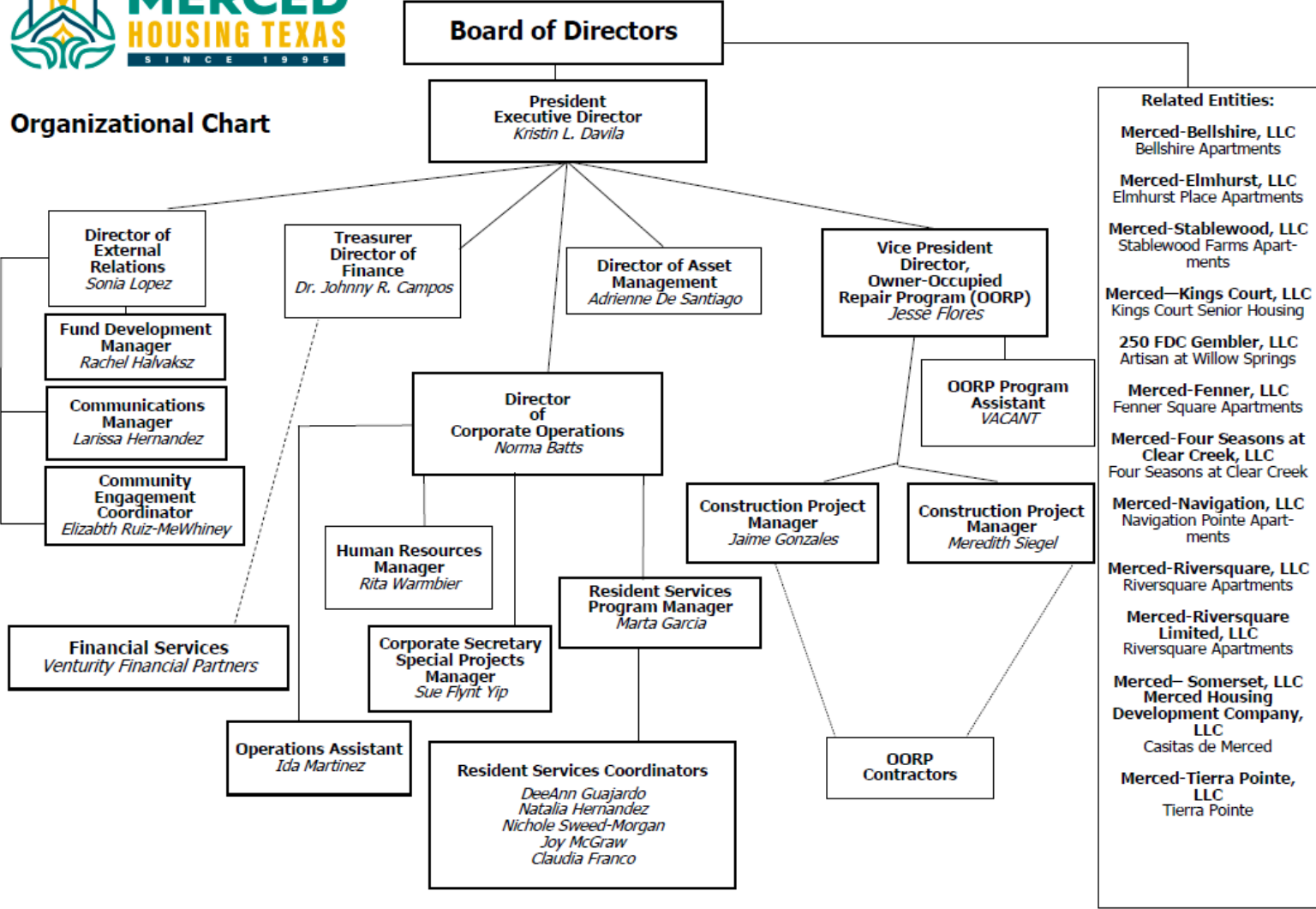
(d) *Treasurer*. The Treasurer shall be the principal financial Officer of the Corporation and as such: (1) is responsible for all funds and securities of the Corporation; (2) will keep complete and accurate accounts of receipts and disbursements of the Corporation; (3) will deposit money and other valuable property of the Corporation in the name and to the credit of the Corporation in banks or depositories designated by the Board; (4) will prepare and provide a statement of accounts whenever required by the Board; (5) will, at all reasonable times, exhibit the books and accounts to any Officer or Director of the Corporation; and (6) will perform all other duties incident to the office of Treasurer, subject to the powers and supervision of the Board. If required by the Board, the Treasurer shall give reasonable bond or security for the faithful performance of his or her duties, for which the Treasurer shall be reimbursed.



Merced Housing Texas Organizational Chart



Organizational Chart



Merced Governance Structure

- Twelve volunteer (unpaid) Directors
- Board Chair and Vice Chair
- Four Board Committees:
 - Executive
 - Mission
 - Governance
 - Finance & Audit



Pros & Cons:

Merced's Programs are Financially Complex

- Owns 12 apartment communities with various financing structures and lenders.
- One “sponsored” development complete & operational
- Three more communities in various stages of development
- Single-family home rehabilitation using federal and private funding sources
- Supportive Resident Services funded through some fees from apartment communities, some through private foundations and individual donors

Pros & Cons:

Many Layers of Fiduciary Oversight

- Property management company accounting teams
- Merced Asset Management Director
- Merced Finance Director/Treasurer
- Merced President & Vice President
- Venturity Financial Partners
- Finance Committee Chair & Board Chair
- Audit Firms

Pros & Cons:

Maintaining Boundary Between Governance & Operations

- Directors rely on staff to be in the weeds and are able to keep a “balcony-level” perspective.
- Venturity Financial Partners handles all Quickbooks entries, closes the books each month, and produces monthly and quarterly reporting packages. This provides an additional layer of checks & balances.
- Finance & Audit Committee Chair presents financial reports to Directors at each quarterly meeting.

How to Reach Us:

www.mercedhousingtexas.org

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- Kristin@mercedhousingtexas.org

Kirklan King

- Merced@mercedhousingtexas.org



Questions?

Don't forget to:

Return your evaluation &
Collect your parking validation

Thank you for joining us today!

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