Community Quota Entities:

The Basics of Board Service
Strive for CQE Sustainability

- **Focus**
  - No "Mission Drift"
  - Concentrating on your mission
    - More fish = more dollars

- **Human Capacity**
  - High performing Board
  - Competent staff
  - Effective partnership

- **Financial Resilience**
  - Managing cashflow for good & bad times
    - Building reserves
  - Stewards of community resources

- **Collaborative**
  - "A raising tide…"
    - Can’t accomplish mission alone
  - Community and stakeholder support
Basic Board Responsibilities

- Fiscal
- Legal
- Income
- Planning
- External Relations
- Human Resources
Your Legal Role

• Your Legal Role is dictated by:
  – Federal law – maybe…
  – State law
    • Articles of incorporation
    • Bylaws of agency
  – Internal policies
  – Code of Ethics
    • Conflict of Interest
Key legal requirement...

• “A director shall perform the duties of a director...in good faith, in a manner such director believes to be in the best interests of the corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.”

RCW 24.03.127
Legal: The Highlights

• Pay Attention
• Stay informed/involved with board activities
• Avoid/declare conflict of interest
  – Must not usurp corporate opportunities Maintain confidentiality
• Act As a Deliberative Body
  – Board must speak with one voice
• ASK QUESTIONS
• Be prepared for board meetings
  – Familiar with the agenda for board meetings, board packets and be prepared to vote on agenda items
• Ensure maintenance of corporate records
• Pay Attention
Planning: More Fish = More Dollars

• Agree on key strategic issues from next 12-18 months
• Pay attention to “what matters most”
• Create board annual board plan
  – Annual Operating Plan
• Revision of board committees/taskforces/workgroups
Planning Highlight

• Strategic Planning
  – Planning for the future and the well being of the community
  – Sustainable Fishery = Sustainable Community

• It really beats “Oh Crap Planning…”
Your Human Resources Role

- **Role of board to manage the board – the most important thing…**
  - Working within the existing system to make sure that we are seating the right people on the board
  - This role is limited – especially with appointed seats and alternates

- **Role of board to work with volunteers**
  - Can you ask people in the community to serve on committees when you need them?
  - Awesome Recruitment tool

- **Keep yourselves aware of your legal responsibilities**
  - Especially conflict of interest-we all have them – declare them
  - Bad conflict = clear financial gain (usurping corporate responsibility)

- **Role of board in relation to other staff**
  - If you have more than one staff, there are boundaries
  - Never the Boards role to manage staff
Your External Relations Role

• You are Ambassadors
• You are Advocates
• This is how you help build community and stakeholder support
  – CQE/Business partnerships
  – Working in partnership with the City Council
  – Staying connected with the people who fish

• Remember to “speak with one voice”
  – Climate of Healthy Dissent
Your Income Role

• Board responsible for monitoring the way revenue comes into the organization

• Review and set revenue goals that are tied to program expenses and thought of strategically in overall agency planning

• What is your role in raising money?
  – Where does your money come from?
Your Financial Role: Resilience

• **You are stewards of valuable community resources**
  – Make sure there is sustainable income to meet mission
    - Is there a Business Plan?

• Approve and monitor budget

• Monitor cashflow so your community can “ride out” the hard times
  – Make sure the CQE can withstand a downturn in dock prices
  – Building an Operating Reserve
  – Set revenue and expense policies

• Ensure audits?
  – This might be in the regulations already
Role of the Finance Committee

• Delegate the number crunching to a committee of folks who love numbers.

• Entrust them to look at everything.

• Committee should report regularly to whole board:
  – One page with pictures and big words that marks 3-4 benchmarks for success and staying on track.
  – Every car (organization) needs a “Dashboard”
Basic Board Responsibilities
Summary: Boards / Staff

**BOARDS**
- Govern
- What
- Ends
- Affects organization
- Approves budget

**EXECUTIVE DIRECTOR**
- Manage
- How
- Means
- Affects individuals
- Staff make decisions within line item
Questions—Wrap-up
Evaluations via your email

Thank YOU

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