**Guidelines for the Development of an**

**Advisory Board Orientation and Membership Management Handbook**



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Revised: February 2, 2021

# **Introduction**: Advisory Board Handbook Development Overview

*“Local Departments of Social Services are a key force in providing a safety net for those in need within the community. The myriad of issues for which a local department is designed to serve requires the presence and input of the community. Serving as that link and voice are our Local Advisory Boards. They are a powerful tool for local Directors as we, together, strive to meet our mission to serve our constituents. I appreciate their contributions!” – Jerry Reyerson, Director Harford County Department of Social Services*

Our Role

**Dear Advisory Board Members**

Advisory Board across the State of Maryland are engaging in a wide variety of activities to support their respective county Department of Social Services (DSS), thereby serving as catalyst to improve the quality of life across communities.

To facilitate sustained, effective, and strategic involvement of the Advisory Boards in the community, while drawing on the expertise and skills sets of its members, it is important to help orient existing and new Advisory Board members to the role, responsibilities, and activities of the board. In an effort to assist with the achievement of these goals, the development of an Advisory Handbook can serve as a useful orientation and guidance tool. Accordingly, these guidelines offer templates and suggestions for the development of an **Advisory Board Orientation and Membership Management Handbook**. Specifically, the guidelines focus on the development or specification of the following components of an effective Advisory Board Handbook:

* Handbook Cover Page
* Mission and Vision Statements
* Advisory Board Members and Staff
* Advisory Board Committees
* Advisory Board – Responsibilities, Qualifications, Responsibilities, and Time Demand
* Advisory Board – Exemplary Members and Personal Characteristics
* Advisory Board Goals and Objectives for FY (2 years)
* Advisory Board Perpetual Calendar
* DSS – Contacts and Services Background Information
* MASSB Foundation Background Information
* Strategic Board Membership Management

We recognize that each county in the State of Maryland is home to an Advisory Board that reflects the unique county characteristics. Hence, the components listed above are meant as guidelines and should be adopted within the context of the county and the operation of the Department of Social Services (DSS). For questions or support regarding the development of Advisory Board Orientation and Membership Management Handbook, please feel free to reach out to the MASSB Foundation Communications & Outreach Committee Chair – Tony Wohlers at twohlers@harford.edu.

Sincerely,

MASSB Foundation Communications & Outreach Committee Team

**Advisory Board Handbook Development Roadmap**

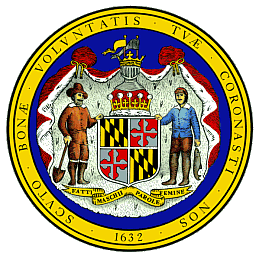
# **Component 1:** Handbook Cover Page

**Instructions**

Based on the template on the next page, create Advisory Handbook cover page, add specific County Name and Change County Seal Image.

**General Note**

When a given Component is completed, delete the Component / Instruction page, and set headings to insert Table of Contents following the cover page.

**[NAME] COUNTY**

**[COUNTY NAME] DEPARTMENT OF SOCIAL SERVICES ADVISORY BOARD**

**---**

**ORIENTATION AND MEMBERSHIP MANAGEMENT HANDBOOK**

Lawrence J. Hogan  
Governor

Lourdes Padilla  
Secretary, DHS

Boyd Rutherford  
Lt. Governor

2021-2022

# **Component 2:** Introduction and Mission and Vision Statements

**Instructions**

Based on the outline below, develop the following:

* One or two paragraphs that briefly describe the history, context, role, and purpose of your Advisory Board
* Develop succinct Mission and Vision Statements

Mission Statement

Our mission is to support, assist, and share in the helping process of the director and the DSS staff, as they continue to be a guiding force in the community, enriching the lives of people in need and allowing all people to develop healthy minds, bodies and spirits.

Vision Statement

The DSS Board of Advisors will work in partnership with the local director. The board will assist in integrating the objectives of DSS into the county and will provide feedback regarding the unmet needs of its citizens, enabling the staff to facilitate the safe and healthy development of all those they serve.

**Examples**

**Introduction**

* Brief background of the Advisory Board in terms of scope and purpose

**Mission Statement**

* Develop mission statement

**Vision Statement**

* Develop vision statement

# **Component 3:** Advisory Board Members and Committees

**Instructions**

Based on the template / outline below, specify the following:

* List Advisory Board members based on the table template
* List and briefly describe the Advisory Board committees (draw on bylaws to complete that task)

**Table 1: Advisory Board Members and Staff**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name** | **Address** | **Home Phone** | **Work Phone** | **Email** | **Term** |
|  |  |  |  |  |  |

# **Component 4**: Advisory Board Responsibilities and Characteristics

The Board is responsible for

* Reviewing how the Agency carries out its mission through long-range and short-range planning (i.e. strategic plan)
* …..

Qualifications of Board Members

* Desires to learn
* Exercises a leadership role
* ….

Responsibilities of Board Members

* Understand and promote the Agency’s mission
* Educate the community about DSS services and programs
* ….

Time Demands (approximate)

* Attend and actively participate in at least 75% of board meetings (3rd Thursday of month, September – June)
* Annual MASSB conference –Fall
* ….

Board Chairperson

* Signing all acts or orders necessary to carry out the will of the Local Board including letters to politicians and/or DHS
* … .

Exemplary and Personal Characteristics

* Serve on committees and offer to take on special assignments
* Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group.
* ….

**examples**

Advisory Board – Responsibilities, Qualifications, and Time Demand

Advisory Board – Exemplary Members and Personal Characteristics

**Instructions**

Based on the outline below, develop the following:

* A bullet lists that specifies the following regarding the board members:
  + Responsibilities
  + Qualifications
  + Time Demand
* A bullet lists that specifies the following regarding the board members:
  + Exemplary board member expectations
  + Personal characteristics

**Advisory Board – Responsibilities, Qualifications, and Time Demand**

**The Board is responsible for:**

* List responsibilities

**Qualifications of Board Members:**

* List qualifications

**Responsibilities of Board Members:**

* List responsibilities

**Time Demands (approximate):**

* Estimate time demands in relation to activities associated with board meeting, conference attendance, and events associated with your DSS

**Board Chairperson**

* List responsibilities of the chair. It should include:
  + Active engagement with the MASSB Foundation

**Advisory Board – Exemplary Members and Personal Characteristics**

An exemplary board member will:

* List exemplary board member characteristics

Personal characteristics of a board member are:

* List characteristics that facilitate the mission of the DSS and the board

# **Component 5:** Advisory Board Goals and Objectives

**Instructions**

Based on the template below, develop the following:

* A 2-year plan that specifies the goals and objectives of the Advisory Board. This is likely to involve longer discussion and thus can be time consuming. The development of goals and objectives needs to focus on specifying the following:
  + Goal - what is the overall goal to achieve?
  + Objectives - in relation to the goal, what do we want to achieve?
  + Strategy - how do we want to achieve the strategy?

**Goal 1**: Board Development

**Objective**: 1.1.: Increase knowledge of board members

**Strategy** 1.1.1: Overview of agency service delivery systems presented by assistant directors of each modal, by staff or community members on an annual basis.

**Metric**: 2 presentations annually

**Responsible**: Director / Staff

**Progress** in FY: Completed / Not Completed / In Progress

**Examples**

* + Metric- what measurable target to achieve it?
  + Responsible - who is responsible?
  + Progress in FY - check progress by the end of a FY

**Table 2: Advisory Board Goals and Objectives for FY (2 years)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Goal 1:** | | | | |
| **Objective** | **Strategy** | **Metric** | **Responsible** | **Progress in FY** |
|  |  |  |  |  |

# **Component 6:** Advisory Board Calendars

**Instructions**

Based on the templates below, specify the following:

**Perpetual Calendar**

January

* MASSB General Meeting

April

* Determine Board term vacancies and begin recruitment for vacancies

….

**Event Calendar**

September 2020

* 17: Director’s Evaluation Committee completes Director’s evaluation for presentation at the September Board meeting

October 2020

* 29: MASSB Annual Conference
* 15: Advisory Board Meeting (Time / Location)

November ….

**Examples**

* Events or activities carried out by the Advisory Board on regular basis throughout the FY and specific activities or events associated with MASSB

**Table 3: Advisory Board Perpetual Calendar**

* List major events and activities for a given year

|  |  |
| --- | --- |
| **Month** | **Event or Activity** |
| January | MASSB General Meeting |
| April | Determine Board term vacancies and begin recruitment |
| … | … |

**Table 4: Advisory Board Calendar of Events**

* List Advisory Board Meetings and specific events coordinated by the board

|  |  |
| --- | --- |
| **Month** | **Events** |
| September | 17 Advisory Board Meeting – Time and Location |
| October | 15 Advisory Board Meeting  25 Fundraiser Event  29 MASSB Annual Conference |
| … | … |

# **Component 7:** CountyDSS and MASSB Context

MASSB Foundation

In 2007, the Maryland Association of Social Services Boards (MASSB) established the MASSB Foundation in order to enable local DSS Boards to obtain tax-deductible contributions to support local DSS projects and/or to build charitable endowments to provide permanent support of these programs. There are many worthwhile social service programs that are not governmentally funded and that could benefit from personal and business donations.

All donations that the MASSB Foundation receives are held in trust and are credited to an internal account that the MASSB Foundation establishes in the name of the local board that originates the contribution. Any contributions that are credited to a local board’s account will be distributed only upon that local board’s written authorization. Presented below is information about the MASSB Foundation, along with guidelines – and form documents -- that local boards may follow if they want to initiate fundraising.

MASSB Foundation’s Mission and Vision Statements can be found at [www.massbfoundation.org](about:blank)

Contact Information

* [Chris Cummings](about:blank), Chair, MASSB Foundation
* [Marquette Rogers](about:blank), President MASSB Foundation Board of Directors
* [Mark Poerio](about:blank), Esq., MASSB Foundation Treasurer and Pro Bono Legal Counsel

**General Note**: MASSB has been designated at as 501(c) 3 nonprofit by the IRS. It is imperative that local boards expend funds only on allowable services in order to maintain this nonprofit status. For more details regarding allowable expenses and other finance information, see Component 8.

**examples and Contacts**

**Instructions**

Based on the outline below, specify the following:

* County DSS primary services and respective contact information
* MASSB Foundation purpose and funds along with primary contact information
* List and describe funds linked to MASSB

**County DSS – Contacts and Services**

* List major contacts and services provided
  + DSS Direct
  + Service Delivery Systems

**MASSB Foundation**

* Briefly describe the MASSB Foundation and contacts
* List and describe funds linked to MASSB

# **Component 8:** MASSB Finance Information and Recommended Processes

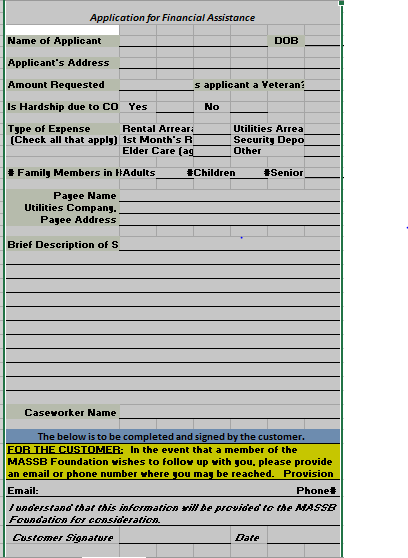
***Background:*** Each local board is a component fund of the Maryland Association of Social Services Advisory Boards (MASSB). MASSB holds the 501(c)(3) (IRS non-profit status) at their level. Each county’s funds are kept separately from the other counties in the association, and separately from the MASSB general fund. When funds are received through donations or fundraisers, Boards must deposit them into the MASSB checking account (M&T bank), and MASSB holds them in each subaccount until the local board requests them to be transferred to the DSS Comptroller’s staff. An example of a **Withdrawal Request Form** can be found in Appendix I.

MASSB’s tax ID is located in the Excel Workbook titled **Financial Workbook**, which can be **requested by contacting** [trustee@massbfoundation.org](about:blank). Also included on that sheet is the name and contact information of the MASSB Foundation Treasurer, Mark Poerio. You may obtain the M&T checking account number by contacting Mark Poerio or Chris Cummings (see Component 7 for contact information).

Once funds are requested from MASSB, they are delivered to the DSS Comptroller staff, who maintains a separate line of accounting for the board. DSS is responsible for cutting the checks, and for providing the boards with monthly financial statements.

At any given time, boards will have funds at both MASSB in their specific line of accounting, and available at DSS for routine funding requests (paying for services in support of various programs – e.g., payments to landlords for rental arrearages, to utilities companies for arrearages, purchasing medical supplies for seniors, funding grants to other non-profit organizations, and other approved expenses).

It is important to balance your books with both DSS (monthly) and with MASSB (quarterly and at year-end). In order to do that, the Financial Workbook provides all the necessary information. ***Unless you already produce detailed information provided by DSS or your Board for annual reporting requirements, use of this tool is recommended.*** It consists of the following sheets:

* Sheet 1 (Background): MASSB tax ID, address, and contact information
* Sheet 2 (Revenue): The board records all funds received through donations or fundraisers on this page. Boards may also record the fees associated with PayPal donations as an offset to gross revenue in their local records.
  + When funds are transferred to MASSB’s M&T Account from Paypal, the fees are already removed, so the MASSB Treasurer, Mark Poerio, must be notified by the Board as to the amount of both the gross revenue and the associated fees. Be sure to notify Mark using this email address [trustee@massbfoundation.org](about:blank) whenever a deposit, Paypal, or other social media transfer is made to the M&T account. This is for the board’s benefit – to ensure funds are properly credited to their account, but also so that the Foundation has the information readily available to ensure proper recordkeeping.
* Sheet 3 (Expenses): This sheet may end up being redundant, but it is currently used to segregate Administrative/Overhead expenses from Program expenses. When boards receive and approve a request for support, the expense is entered here first, providing a chronological report of all expenses.
* Sheet 4 (Monthly Balance): This sheet records contributions and expenses and is broken out between the types of expense. The purposes of this sheet are: 1) it provides a monthly status of funds that is used for the monthly Board financial reports; 2) it reflects the carry-in balance of the previous year; and provides an end of year financial status; and 3) it is used to balance board records with MASSB, as it reflects the total funds available, regardless of where they are held (MASSB, DSS, or local board checking account).\*
* Sheet 5 (DSS Allocation Tracker): This sheet serves several purposes. 1) It tracks available funds at DSS and includes all allocations from the MASSB account for the given year. This balance is the one that should match the reports received from DSS monthly. 2) It provides carry-over balances from funds held at DSS from the previous year; and it reflects when additional funds are needed from MASSB. 3) It is also where boards can track the number of people impacted by each transaction.
* Sheet 6 (Fundraisers): This sheet is used to track the cost and benefit of fundraisers conducted throughout the year. This information is used by MASSB at year end for the IRS 990 and for other purposes, such as the Maryland Charity Campaign.
* Sheet 7 (Monthly Reports): This is used to provide the current month’s fiscal standing to the Board.

***Process for Funds Utilization:*** ***Unless you have an approved, documented process and tools already in place, the following process should be utilized:***

When DSS receives a client, who qualifies as low-income but needs support that is not covered by DSS (e.g., emergency housing, rental and utilities arrearages) the caseworker prepares an ***Application for Financial Assistance***.\*\* The DSS case worker will forward the application electronically to the board chair and/or financial officer. It is recommended that both approve the request. If it is a significant cost, occasionally the entire membership of the Board may be asked to approve by majority vote. Requests for assistance may also come to local boards through other means. As long as the client has been vetted as to need (low income, homeless, vulnerable child or adult), the local board may approve the request, and utilize the **Money-out Request** (see Appendix II) to direct DSS to prepare the check. Please note that all funds approved must be sent to the organization (e.g., Landlord, Utilities company, etc.) and NOT the individuals who are requesting funds. A list of approved MASSB Foundation **Allowable Expenses** can be found in Appendix III.

Once the application is approved, enter the expense in sheets 4, 5 and 6 of the workbook, and annotate which program the expense is for (e.g., Rent, Utilities, Eldercare, Youth, Discretionary, Emergency, transportation) in each area of the workbook that requires it. Identify the number of people impacted, and include that as well, on sheet 6.

Then prepare a Money Out Request and email it to DSS so that they can process the check. On page 2 of the request, identify which program area is to be charged. DSS processes the check, notifies the board that it’s been done, and enters the information into their reports.

Please keep copies organized by month, of the application, the money out request, and any associated invoices (if applicable).

\*Local board checking accounts require specific approval by the MASSB Foundation.

\*\*The Application for Financial Assistance can be found at www.massbfoundation.org

# **Component 9:** Strategic Board Membership Management

**Instructions**

Based on the Strategic Board Membership Management outlined below, review and, if deemed useful, adopt any aspects of it for your Advisory Board (place in the appendix of the Handbook and refer to / use it when needed).

*I can honestly say that my staff has a good working relationship with our Advisory Board, Calvert Family Advocates (CFA). Staff work directly with them when our customers have needs that we can’t otherwise meet. I think that this has helped CFA learn more about our programs and what we do.*

*I have heard some counties express that they feel it would be difficult to get their Advisory Board operating as a financial resource. I had the pleasure of watching CFA start as an idea and blossom into a non-profit that had a budget of over $100,000.00. Calvert and other counties have been successful working as a component fund of the MASSB Foundation. By sharing their lessons learned, we could have a wonderful resource such as this in every county.*

- Amye Scrivener, Director, Calvert County DSS

**A Resource to Grow**

**Strategic Board Membership Management**

A well-functioning DSS Advisory Board is essential for not only meeting legal requirements, but also to successfully achieving its goals. It is the Advisory Board’s responsibility to ensure the effectiveness of the Advisory Board through a well-planned Advisory Board recruitment process that results in attracting highly skilled, committed, and participative board members. To meet this goal, the following board profile evaluation tool and recruitment plan guide the strategic recruitment process.

**Table 1: Board Profile Evaluation**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Criteria** | | **Current Members** | | | | | | | | | | | | |  | **Prospective** | | | | |
| **Age** | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |  | 1 | 2 | 3 | 4 | 5 |
| 19-34 | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 35-50 | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 51-65 | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Over 65 | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Gender** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Female | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Male | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Race / Ethnicity / Disability** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| African-American / Black | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Asian / Pacific Islanders | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Caucasian | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Hispanic / Latino | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Native American / Indian | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Disability | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Employment** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Self-employed or Small Business Owner | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Salaried | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Active-Duty Military or Veteran | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Retired | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **County Region\*** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Region A | Insert or draw on relevant Councilmanic Map to determine regions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Region B |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Region C |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Region D |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Region E |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Region … |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Resources** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Access to money | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Access to other resources | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Community Connections** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Faith Community | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Legal Community | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Business Community | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Nonprofit Community | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government Sector | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Education | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Media | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Former DSS Client | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Areas of Expertise** | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Administrative / Management | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Advocacy | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Entrepreneurship | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Financial Management | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Fundraising | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Event Planning / Coordination | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Government / Law | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Marketing / Public Relations | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Human Resources | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Strategic Planning | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Real Estate | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Special Program Focus (education, health, public policy, social services) | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Technology | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Grantsmanship | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

**Note**: \* Check “Councilmanic District Locator” – insert county url link

**Table 2: Board Recruitment and Appointment**

|  |  |
| --- | --- |
| **Section 1: Context** | |
| **Board Vision**: Insert here. | |
| **Board Mission**: Insert here. | |
| **Board Goals:** | * List goals |
| **Section 2: New Membership Profile Determination** | |
| **Activities to Meet Board Goals:** | * List relevant activities |
| **Skills or Expertise Needed to Meet Board Goals:** | * List skills or expertise needed |
| **Board Diversity Criteria Considerations:** | * Review results of the Board Profile Evaluation |
| **Section 3: Recruitment Needs and Strategies** | |
| **Based on Section 2, determine recruitment needs and strategies to fill the board seat.** | **Needs**   * … * …   **Recruitment Strategies**   * … * … |
| **Section 4: Board Member Interview** | |
| Following identification of potential board member(s), the Board Development and Recruitment committee will coordinate the completion of the County Application (if available, insert URL for the County Application) with the potential board member(s) and subsequently conduct personal interviews with the candidate(s) to determine their interest and suitability. At this time, the members of the committee will also explain the responsibilities and expectations of the DSS Advisory Board members. The following Recruitment Questions will be used to conduct the interviews. | |
| **Advisory Board Recruitment Questions**  **General Interview Direction**:  Provide an overview of the agency as to its various divisions and the services provided to the community as well as the nature of the Advisory Board, Board member terms, schedule of meetings and other activities attended by Board members (Director and Board members).  **Questions**   1. We would like to begin by getting to know you a little better! Can you tell us how long you have lived in [INSERT COUNTY]?   Interviewer could then ask a follow-up question based on information provided on the application, such as:   * 1. What brought you to [INSERT COUNTY NAME]?   2. I see from your application that you are employed with \_\_\_\_\_\_\_\_. Tell us something about your position there.   3. I see you are involved with \_\_\_\_\_\_\_\_\_\_\_. Can you share more about your experience there?  1. What do you see as the pressing social needs of [INSERT COUNTY NAME]? What do you feel are [INSERT COUNTY NAME] County’s strengths and opportunities? 2. What has led to your interest in serving on this Advisory Board? Are there any state or local social service issues that you have an active interest in advocating for as a community member? 3. Are you familiar with, or have you been involved in, any Department of Social Services programs? If involved with a program, what would that be? 4. Please describe your specific areas of expertise and talent, and how these could relate to your contributions as a member of the Social Services Board. Also, please share with us any personal characteristics that would enhance this Advisory Board and [INSERT COUNTY NAME] County Department of Social Services. 5. One of the roles of a Board member is to be an advocate for the agency. Are you comfortable with that role and how would you go about doing so? 6. Another role of a Board member is to exercise leadership. Please share your leadership experience with us. 7. Describe any experience that you have with fundraising for an organization. 8. If recommended, there is a level of confidentiality that you must adhere to as a Board member. Do you have any concern on keeping all matters confidential and treating all clients, staff, and Board members as equals? 9. Is there anything else that you would like to add? Are there any questions we have not answered for you?   **Interview Conclusion**:  Provide an overview of next steps as to recommendation to the Advisory Board, County Executive and County Council.  Revised: Specify Date | |
| **Section 5: Board Member Appointment** | |
| Following the successful completion of the interview and recommendation made by the Board Development and Recruitment committee, a member of the committee will summarize interview findings during the upcoming Advisory Board meeting and, depending on the committee recommendation, make a motion to board membership appointment. | |

# **Appendix I:** Withdrawal Request Form

**Withdrawal Request Form: Date:**

MASSB Foundation

c/o J. Mark Poerio, Esq.

103 Market St.

Annapolis, MD 21401

Re: **Withdrawal of Funds**

Dear Mark:

Please be advised that the Advisory Board for the **XXX County Department** of Social Services has duly approved resolutions authorizing and recommending the release of **$**\_from our account within the MASSB Foundation.

Our Advisory Board represents and covenants that the funds being distributed will be used solely for the purpose of paying expenses associated with programs that are consistent with the charitable purpose of the mission of the XXX County Department of Social Services (DSS), **Advisory Board** **Fund**. (**If your fund has a name, use it here).** Specifically, the disbursement will fund:

These funds will be held in an account by DSS and will be disbursed to individuals or those whom money out requests have been approved by our Advisory Board with specific oversight and guidance by said board, through the next several months. Funds will be accounted for in a separate line of accounting by DSS.

The funds being requested should be made payable to **XXX County Department of Social Services** and should be mailed to the following person:

Department of Social Services

Attention: Comptroller

Address

To expedite processing, please be sure to mark the envelope CONFIDENTIAL, and add **Advisory Board Fund Name** in the memo section of the check. Please send the undersigned a copy of your letter transmitting payment to the above and send a copy of that letter to the trustees of the MASSB Foundation.

Best Regards,

**Board Chair or Finance Officer**

MASSB FOUNDATION  
Withdrawal Request\*  
Schedule 1: Information about Disbursement: Safety and Self-Sufficiency Programs

|  |  |  |
| --- | --- | --- |
| **Category of Expense**  (from Form 990 by Row #) | **Fundraising Expense** | **Program (Services) Expense** |
| 22. Grants and Allocations |  |  |
| 26. Salaries and Wages |  |  |
| 30. Professional Fundraiser |  |  |
| 31. Accounting Fees |  |  |
| 32. Legal Fees |  |  |
| 33. Supplies (including software) |  |  |
| 34. Telephone |  |  |
| 35. Postage and Shipping |  |  |
| 36. Occupancy |  |  |
| 37. Equipment and Maintenance |  |  |
| 38. Printing and Publishing |  |  |
| 39. Travel (food, trips) |  |  |
| 40. Conferences and Meetings |  |  |
| 43. Other - Insurance |  |  |
| 43. Other - Admin Fee (prog mgmt) |  |  |
| TOTAL $$$ |  |  |

**\*All withdrawal requests for customer assistance will be reported in item 22, Grants & Allocations for program services.**

**There should be no salaries & wages, professional fundraiser, legal fees, travel or insurance costs incurred by local boards.**

**Fundraising and/or administrative expenses should be identified as items 33, 35, 38 or 40.**

# **Appendix II:** Money Out Request

MASSB Foundation

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

Grant Request Form: Dated Tuesday, April 21, 2020

Department of Social Services

Comptroller

Address

Re: Grant Request

Dear Comptroller:

Please be advised that the Advisory Board for the XXX County Department of Social Services has duly approved resolutions authorizing and recommending the release of $500.00 from our account.

Our Advisory Board represents and covenants that the funds being distributed will be used solely for the purpose of paying expenses that are consistent with the charitable purpose of the mission of the XXX County Department of Social Services Advisory Board. Specifically, the disbursement covers a rental arrearage that prevents eviction of a single parent and child.

The funds being requested should be addressed to Landlord and should be mailed to the following address:

Address

To ensure proper processing, please include Client’s Name in the memo section of the check. Please email the undersigned a copy of your letter transmitting payment to the above.

Local Board

Financial Officer

**Schedule 1: Information about Grant Request**

|  |  |  |
| --- | --- | --- |
| **Program** | **Initiative** | **Amount** |
| **Safety** |  |  |
|  | Rental Assistance | **$500.00** |
|  | Utilities Arrearages |  |
|  | Emergency Funding |  |
|  |  |  |
|  |  |  |
| **Self-Sufficiency** | Transportation |  |
|  | Child Care |  |
|  | Job-Training |  |
|  | Education |  |
|  |  |  |
| **Eldercare** | Supplies/Services |  |
|  |  |  |
| **Youth** | School Clothing |  |
|  | Summer Camp |  |
|  |  |  |
| **Child Advocacy Center** | Turnkey Equipment |  |
|  | Furniture |  |
|  | Operational Supplies |  |
|  |  |  |
| **Discretionary Funding** | Driving School |  |
|  |  |  |
| **Administrative Expenses** |  |  |
|  | Fundraising Supplies |  |
|  | IT Expenses |  |
|  | Other |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  | **TOTAL** | **$500.00** |

# **Appendix III:** Allowable Expenses

**Allowable Expenses**

MASSBF has been designated as a 501(c)3 nonprofit by the IRS. It is imperative that local boards expend funds only on allowable services in order to maintain this nonprofit status. Boards must also keep a detailed record of expenses in the event an IRS audit is conducted.

The following is a list of expenses that have been allowed in the past. Please note that food and gifts for DSS staff are NOT allowable expenses, except when the food is provided as part of a training event. The MASSBF Chair and Treasurer are always available to answer questions about potential expenses. If in doubt, please ask!

**Housing**

* 1st month’s rent and security deposits
* Mortgage Arrearages/Rental Arrearages
* Utilities Arrearages
* Home modifications, renovations, and repairs (i.e., ramps, plumbing, well pumps, furnaces)

**Emergency/Medical/Safety**

* Eyeglasses
* Fuel for oil and propane tanks
* Medical Bills
* Oral surgeries
* Prescription medication and deductibles

**Self-Sufficiency**

* Household needs (Beds, Linens, and towels, etc.)
* Transportation (Cars, insurance, car repairs, bus passes, UBER, Driver’s Ed, licenses)
* Education (books, tuition, uniforms/shoes)
* Clothing

**Eldercare**

* Assistive devices and supplies (i.e., car lifts, blood pressure cuffs)
* Cleaning and bed bug services
* Hearing Aids
* Oral care and dentures
* Supplies for adult day cares (e-readers, freezer, medical supplies)
* Eldercare Abuse Awareness training for community

**Youth**

* Sports Program fees
* Summer Camp sponsorships
* Summer Enrichment Program (teacher’s salary at Title 1 school)
* Clothing
* Toiletries for unaccompanied teens
* Child Advocacy Center expenses (furniture, equipment, and supplies)

**Administrative**

* Chamber of Commerce membership fee
* Fundraising supplies
* Website expenses
* Marketing (flyers, postcards, business cards, banners)
* DSS Staff Training – specifically associated with areas in which MASSB can provide support (example: training staff in-home care and support of the elderly)

**Gift Cards**

Gift cards are not the preferred method of providing assistance however, in some circumstances they are the only viable way to help a customer. To minimize the risk of misuse, gift cards must be logged and inventoried, using segregation of duties processes. If provided directly to a customer, they must be signed for. Circumstances where a gift card may be appropriate are:

* For groceries
* To provide a homeless family a holiday meal at a restaurant
* To purchase gasoline
* In support of a DSS managed incentive program (e.g., for adults maintaining employment)