

**LOWER SIMILKAMEEN  
COMMUNITY SERVICES SOCIETY**  
*Incorporated 1975*

## What Do LSCSS Directors Do? What is the Time Commitment?

**Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the non-profit has adequate resources to advance its mission.**

One of the most important responsibilities for many boards is to hire and set the compensation of a CEO/executive director to run the day-to-day management activities of the organization who reports directly to the board.

With paid staff in place, rather than steer the boat by managing day-to-day operations, board members provide *foresight, oversight, and insight*.

Following several years of rapid growth and adapting to changes in response to the COVID-19 pandemic and labour market changes, LSCSS updated its Strategic Plan in 2022. The Board and leadership staff have been engaged in governance work, including transitioning Board away from operational duties and streamlining information.

The Society is fortunate to have an effective team to manage the day-to-day work of the Society's administrative, finance and human resources operations.

Monthly packages to the Board now reflect a high-level overview of Key Performance Indicators, Risks, and Points of Interest. This is a new process and we are working to ensure that the Directors have the information they need to be provide effective governance oversight to the organization without increased demands on time.

### **Minimum Time Commitment for a Director:**

Monthly Board Meeting	2 hours monthly
Preparing for meeting, read agenda	1 hour monthly
AGM & Board Elections	Annual 2-3 hours

Participate in Whole Board Committee Work

Governance & Board Development Activities – Annual 10 hours

Represent the Society at Volunteer Recognition, Staff & Community Events – Annual 10 hours

### **Additional Optional Activities:**

Executive Roles: Chair, Vice-Chair, Treasurer, Secretary

- ❖ Chair & Vice Chair – included in Society correspondence, consults with ED as needed, active in Board agenda development, ex-officio of all committees. Average .5 hour per week
- ❖ Treasurer (Chair/Vice-Chair alternates) – attends the administrative offices weekly to provide secondary authorization for payables, payroll, etc. 1 hour per week
- ❖ Secretary – responsible to ensure the Society's Records are up to date (records are managed by staff), signer of Society minutes.

<https://lscsskeremeos.sharepoint.com/sites/LSCSSBoardofDirectors/Shared Documents/General/General Information/Summary of Directors Activities Time 2024.docx>



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## **Summary of Directors Activities Time 2024**

### Board Committees:

Time requirements vary, depending up on the committees involved in. Committees do not meet regularly, they are typically struck as needed for a specific task, Directors are asked if they are available/interested, and when the task is complete the committee dissolves.

**Governance** – Board Performance Evaluation, Board Development, Board Policies & Risk Management 5-10 hours per year

### **Internal** –

- Finance Committee & Investments, Human Resources & ED Supervision 4-6 hours per year
- Staff Recognition & Wellness Committee 4-6 hours per year
- Tenant Engagement including Tenant Monthly Meetings & Annual Suite Inspections Average 1-4 hours per month

**External** – Fundraising, Public Relations 2-4 hours per year

**Board Development** – Directors support appointed Society members to recruit members to serve on the Board and identify Board education needs and opportunities. This is a year-round committee with most activity occurring between January and June. 10-20 hours per year

**Building Development** – this committee has been very active with the development of new affordable housing communities. This is not for the faint of heart. Regular design and construction meetings, project decisions ranging from budget management to countertop selection. 5-10 hours per month.

### **What skills is LSCSS Seeking?**

Effective Boards are made up of Directors with a broad range of skills, and a diversity of perspectives, abilities, personalities, ages, and cultures.

- Leadership
- Accounting and finance
- Legal, regulatory and governance
- Risk management
- Strategic Planning
- People management
- Industry knowledge
- Experience in healthcare, mental health, housing, community & social services
- Commitment to the Society's Mission

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## Director Responsibilities:

### 1. Determine the Organization's Mission and Purpose

The Board is responsible for determining the mission of the society . It is important that there is regular review to ensure that these stay current and reflect the values and services provided, allowing for growth. Board responsibility includes keeping the society focused so mission creep doesn't happen. Board members should be able to help decide if the programs and services currently provided are pertinent to the mission. They should also help create new programs and services that accomplish mission plus help raise needed funds to fund the work.

### 2. Select the Executive Director

The non-profit Board of Directors is responsible for hiring and overseeing the Executive Director or CEO of the non-profit. The Executive Director is responsible for managing staff and volunteers and running day-to-day operations. Ideally, the Board and Executive Director will work together as partners to lead the society, especially on the strategic plan, fundraising, and overall evaluation of the organization.

### 3. Provide Proper Financial Oversight

It's the Board's job to provide financial oversight for the society. The Board will be responsible for monitoring how closely financial activity matches the actual budget, looking into how much programs and services cost, and whether that cost is appropriate. There should be internal controls in place and help write policies to prevent loss, theft, or confusion, using current best practices. The Board should inspect financial statements regularly, preferably monthly. Additionally, they are responsible for making sure you meet your legal and tax obligations. A Board that is serious about this role can be very helpful when approaching potential donors because it can alleviate concerns about where their money is being spent.

### 4. Ensure Adequate Resources

Board members should focus on organizational success. This could include being willing to help raise money to ensure the society has the resources it needs. All Board members should be involved in fundraising in some capacity during the year. It is important to acknowledge that your Board members each have different skills and personalities, and some will be better at asking for money than others. For example, they may leverage their professional and social relationships to bring new supporters to the table. Members can ask themselves, who do they know that could be potential donors for your organization? Board members could also make a personal financial contribution to your non-profit. Having Board giving is important for getting grants and also lets donors know that the entire Board is fully behind the non-profit.

### 5. Ensure Legal and Ethical Integrity and Maintain Accountability

The Board is responsible for making sure that the non-profit operates with the laws that govern it at the local, provincial and national level. That can mean things like submitting annual corporate paperwork to the province, submitting revenue/tax information to appropriate agencies, and renewing solicitation permits. Every Board member should be familiar with the organization's bylaws and adhere to them. Bylaws are the organization's internal rules of operation and if they are out of date or not followed, your non-profit is out of integrity with itself. The Board should make sure the organization has a system for keeping accurate records in case they are requested by government agencies or donors. The Board

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should help create and maintain a code of ethics for the organization. Ultimately, the Board is responsible for making sure that the non-profit is in compliance with all relevant laws and regulations.

#### **6. Ensure Effective Organizational Planning**

The Board is responsible for both short-term and long-term strategic planning. In conjunction with key staff and volunteers, the Board needs to make realistic plans that take into account the organization's vision, the community's needs, and the external context in which your non-profit operates. The Board should also be involved in planning for accountability and evaluation of the strategic plan once it's implemented. This means reviewing the cost of operating programs, appropriate levels of cost, and whether programs or services should be initiated or discontinued.

#### **7. Recruit and Orient New Board Members and Assess Board Performance**

The Board is responsible for recruiting new Board members. Currently it is in partnership with your Executive Director and Board Development Committee. It is important to start by identifying the skills, expertise, and connections you need in new Board members to take your organization to the next level. Once you recruit new Board members, it's the Board's job to orient them to help them understand their roles and responsibilities. Your Board members with just a year's experience can be very helpful in this process since they're the last ones to come through it.

#### **8. Enhance the Organization's Public Standing**

Board members should always be prepared to speak well of the society and advocate for its services. They are a bridge between the non-profit and the community, the media, and government entities. Because they donate their time, people in the community tend to respect the fact that they are part of something they really believe in. Each Board member should remember that they may be the only ambassador of your organization that some people meet. The Board should work to create the public brand of the organization as well. Together with the Executive Director, they should decide who the public spokesperson is, what they should say, and how they should interface with the media.

#### **9. Determine, Monitor, and Strengthen the Organization's Programs and Services**

Board members should have detailed knowledge of who participates in or takes advantage of your major programs and services. They should be watching for participation trends in the numbers and categories of people served. Board of Directors will be helping you decide what portion of the annual budget is devoted to programs and services, so it's important to know what's working, what's not working, and what needs to be improved on. Board members work with the Executive Director to develop a way to measure the success of your programs and participants' satisfaction with their experiences of services.

#### **10. Support the Chief Executive and Assess His/Her Performance**

The Board is responsible for providing an annual performance evaluation for the Executive Director. The Board should create a clear process for conducting this evaluation and identify specific Board members to carry out the evaluation on behalf of the entire Board. Everyone should be very clear about when and how evaluations should take place, preferably done at the same time each year.