



Board of Directors Handbook

The purpose of the Board of Directors Handbook is to provide the board members of Tucker's House with important information about the organization and help them understand their roles and responsibilities.

IMPORTANT DOCUMENTS PROVIDED TO BOARD MEMBERS:

See this website page for copies of all important documents:

<https://tuckershous.org/board>

- ☐ Board Member Handbook
- ☐ The Bylaws
- ☐ Conflict of Interest Disclosure Statement
- ☐ Board Member Contact Spreadsheet
- ☐ What Every Board Member Should Know Guide
- ☐ Core Values
- ☐ Digital Brochure

IMPORTANT TUCKER'S HOUSE INFORMATION:

- ❖ Tucker's House is a 501(c)(3) tax-exempt nonprofit organization. It is owned by its mission and funds are distributed towards the goals of the mission.
- ❖ Our Mission: To provide home modifications for families who have children or young adults with disabilities

- ❖ Our Vision: For every child or young adults with disabilities to have a safe and accessible home
- ❖ Our Story: <https://tuckershhouse.org/story/>
- ❖ Our Team: <https://tuckershhouse.org/staff/>
- ❖ Our Services & Impact: <https://tuckershhouse.org/services/>
- ❖ Our Projects: <https://tuckershhouse.org/projects/>
- ❖ House to Home Video Series: <https://tuckershhouse.org/house-to-home/>

BOARD MEMBER RESPONSIBILITIES:

❖ **Ensure proper board and staff partnership and roles:**

- Board focuses on governance and strategic planning
- Staff focuses on day-to-day operations and tasks

❖ **Duty of Good Faith:**

- Must act in good faith and be fair in your dealings
- Follow non-profit's governing documents, carry out its mission, and ensure funds are used for lawful purposes
- Must be upfront and honest in your dealings with the non-profit and in fulfilling your other fiduciary obligations

❖ **Duty of Loyalty:**

- Must act in a manner you reasonably believe to be in the best interest of non-profit
- Must not benefit personally from the activities or resources of non-profit
- Disclose any conflicts of interest using the Conflict of Interest Disclosure Statement and provide updates as they arise
- In event you have a conflict of interest between non-profit and your own interests you must comply with TN law in resolving this conflict and remove yourself from any voting related to the conflict in question
- Actions that benefit you at expense of non-profit are a breach of your fiduciary duty

❖ **Duty of Care:**

- Must act reasonably in regard to the non-profit's activities and financial conditions
- Must participate regularly in board meetings
- Oversee the work of the Executive Director
- Carefully consider whether you have the time to participate as required

**See more on these duties in the [What Every Board Member Should Know Guide](#)*

❖ **Fundraising Expectations:**

- Board members are expected to contribute annually to Tucker's House at a level that is considered generous to their level of ability. More information about giving can be found here:
<https://tuckershousedonate.org/donate/>
- Board members are expected to raise awareness and funds for the organization. Here are some examples and ideas:
 - Monthly recurring gift
 - Fill a table at Family Dinner
 - Warm introductions to donor prospects
 - Company donation or company matching program
 - Invite/treat friends to an event and ask them to make a gift
 - Make referrals to community organizations or partners
 - Make referrals for General Contractors, Architects, or other construction related companies or individuals
 - Pass along Foundation or grant opportunities
 - Follow and share social media posts

❖ **Fiduciary Responsibilities:**

- Attend board meetings and meetings of committees on which you serve

- Carefully read the materials you receive and be active in board discussion
- Be active in major actions of the non-profit
- Use your own judgment in voting and don't simply follow the lead of fellow board members or staff
- Participate in strategic planning activities
- Ask about the status of non-profit's internal controls and written policies/procedures
- Inquire about the conflict of interest policy and how to handle when they arise
- Check the non-profit's liability policy and coverage
- Review the bylaws and make sure they are up-to-date and the non-profit is operating in accordance with them
- Be familiar with federal, state, and local laws relating to charitable solicitations
- Review board meeting minutes and make sure they are properly recorded
- Review and understand the non-profit's financials and audit requirements
- Ensure that the non-profit's data and information is secure with adequate protections in accordance with any Document Retention Policy

- Investigate warning or reports of theft, mismanagement, and misconduct in accordance with any Whistleblower Policy

❖ **Financial Controls:**

- Budget Process
 - September - Staff Preparation
 - October - Financial Committee Review
 - Approval at penultimate board meeting of the fiscal year
- Accounting & Bookkeeping
 - Current Firm: The Charity CFO
 - Provide oversight and monthly financial reports by the 15th of each month
- Audit & Tax
 - Current Firm: Blankenship CPA
 - An annual audit is conducted
 - October/November: 990 annual tax filing (with extension) filed after completion of audit
- Insurance
 - Current Firm: Southpoint Risk
 - Current Coverage: General Liability, Directors & Officers, Workers Compensation, & Umbrella
 - Current Renewal: November each year

❖ **Responsibilities to the CEO/Executive Director:**

- The CEO or Executive Director is person responsible for day to day management of the non-profit
- A major responsibility of the board is the selection of a qualified Executive Director, establishment of that person's compensation, review of that person's performance on an annual basis, and offering feedback or criticism

- The board is also responsible for removing the Executive Director when appropriate

BOARD COMMITTEES & MEMBER JOB DESCRIPTIONS:

EXECUTIVE COMMITTEE

Overview:

The Executive Committee is comprised of the Board Chair, Vice Chair, Secretary, and Treasurer. This committee meets more frequently with the Executive Director to provide leadership, strategic guidance, and oversight for the major aspects of board governance. The Executive Committee ensures alignment between the organization's mission, strategic priorities, and board activities.

Job Description

Specific responsibilities for committee members include:

- **Leadership and Governance**
 - Provide strategic counsel and support to the Executive Director in decision-making and organizational planning.
 - Act as a liaison between the full board and the Executive Director to facilitate communication and address urgent matters as they arise.
 - Monitor the organization's adherence to its mission, vision, and core values.
- **Strategic Planning and Oversight**
 - Oversee the implementation and progress of the organization's strategic priorities.
 - Conduct regular reviews of the organization's performance against Key Performance Indicators (KPIs) and provide recommendations for improvement.
 - Lead the board in periodic assessments of organizational strengths, weaknesses, opportunities, and threats (SWOT).
- **Financial Oversight**

- Collaborate with the Treasurer and Executive Director to review financial performance and ensure fiscal accountability.
- Support the development and approval of the organization's annual budget.
- Ensure compliance with all regulatory, ethical, and fiduciary responsibilities.
- **Board Development**
 - Identify and address gaps in board membership and skills in collaboration with the Governance Committee.
 - Provide mentorship and support to new board members.
 - Review and recommend updates to board policies, procedures, and bylaws as necessary.
- **Crisis Management**
 - Act as the decision-making body for urgent or high-stakes matters requiring immediate attention between regular board meetings.
 - Support the organization in responding to crises or unexpected challenges in collaboration with the Executive Director.
- **Executive Director Support and Evaluation**
 - Assist in setting performance goals and metrics for the Executive Director.
 - Conduct an annual evaluation of the Executive Director, providing constructive feedback and recognition.
 - Support the Executive Director in cultivating relationships with major donors, stakeholders, and partners.

NOMINATING & GOVERNANCE COMMITTEE

Overview:

The Nominating & Governance Committee is responsible for recruiting, selecting, cultivating, and managing the renewal or removal of board members in collaboration with the Executive Committee and Executive Director. This committee also oversees the onboarding process for newly elected board members and ensures the board is equipped with the skills and expertise necessary to support the organization's mission effectively.

Job Description

Specific responsibilities for committee members include:

- **Board Member Recruitment and Cultivation**
 - Develop and maintain comprehensive board member job descriptions.
 - Create and update a board profile that outlines the skills, expertise, and diversity needed to support the organization and its strategic goals.
 - Identify and cultivate potential board candidates, maintaining a database with relevant information for each prospect.
 - Actively recruit new members to fill identified gaps or meet emerging needs.
- **Board Member Engagement and Support**
 - Collaborate with the Board Chair to assess and maintain individual board members' commitment, participation, and fulfillment of governance responsibilities.
 - Observe and mentor potential board leaders, encouraging their growth and readiness for leadership roles.
 - Address performance issues, such as poor attendance or uncompleted tasks, in a constructive and confidential manner.
- **Onboarding and Training**
 - Develop and oversee a thorough onboarding process for new board members, ensuring they understand their roles and have access to necessary resources and materials.
 - Assist in the planning and execution of board retreats and ongoing training to foster continuous learning and alignment with the organization's mission.
- **Board Assessment and Development**
 - Lead an annual self-assessment process for the board, gathering feedback on performance and governance effectiveness.
 - Develop and present recommendations to the board for self-improvement initiatives or structural enhancements.
- **Governance and Policy Oversight**
 - Regularly review and update governance documents, including bylaws, policies, and the board manual, to ensure they remain relevant and effective.

- Ensure the board complies with legal, ethical, and fiduciary standards.

FUNDRAISING & DEVELOPMENT COMMITTEE

Overview:

The Fundraising & Development Committee is responsible for overseeing the organization's overall fundraising efforts, including those conducted by the board. This committee plays a critical role in fostering a culture of giving, identifying funding opportunities, and ensuring board engagement in fundraising activities.

Job Description

Specific responsibilities for committee members include:

- **Board Giving and Fundraising Expectations**
 - Develop and communicate clear expectations for board members regarding giving and fundraising responsibilities.
 - Identify potential leads and funding sources and assist in cultivating relationships with prospective donors.
 - Set participation level goals for board members and provide follow-up to ensure accountability.
 - Encourage and recruit board members to become recurring donors.
- **Engaging the Board in Fundraising**
 - Create and implement initiatives to increase board engagement in fundraising efforts, such as friendly competitions or incentive programs (e.g., participation contests with fun prizes).
 - Educate board members on best practices for donor cultivation and solicitation to increase their confidence and effectiveness in fundraising.
- **Donor Acknowledgment and Stewardship**
 - Work with staff to develop and oversee a comprehensive donor acknowledgment strategy to recognize contributions and foster donor retention.
 - Support efforts to personalize donor communications and strengthen relationships with key supporters.

- **Committee Leadership and Development**

- Recruit a dedicated Fundraising Committee Chair, either from current board members or through external recruitment.
- Build a strong and engaged committee that supports the organization's fundraising goals.

FINANCE & AUDIT COMMITTEE

Overview:

The Finance & Audit Committee provides critical financial oversight for the organization, ensuring fiscal responsibility, transparency, and compliance with all regulatory requirements. This committee supports the organization's financial health by reviewing budgets, financial statements, and audit processes.

Job Description

Specific responsibilities for committee members include:

- **Financial Oversight and Planning**

- Review and recommend the organization's annual budget in collaboration with staff and the board.
- Monitor financial performance by reviewing monthly or quarterly financial statements and key financial metrics.
- Provide guidance to ensure the organization maintains financial stability and sustainability.

- **Audit and Compliance**

- Oversee the annual audit process, including the selection of external auditors, review of audit findings, and implementation of recommendations.
- Ensure compliance with all applicable laws, regulations, and financial reporting standards.
- Review and monitor the organization's internal financial controls to mitigate risk and safeguard assets.

- **Financial Policies and Procedures**

- Assist in the development and regular review of financial policies and procedures to ensure they remain effective and aligned with best practices.
- Address financial risks and recommend appropriate actions to the board.
- **Reporting and Transparency**
 - Present financial updates and reports to the full board, ensuring board members have a clear understanding of the organization's financial position.
 - Promote transparency and accountability in all financial matters to maintain stakeholder trust.

ANNUAL BOARD CALENDAR: 2025

Meeting 1: February 7

Staff Attendance: Riley

- Financial Reporting (audit)
- Investment & Financial Review
- Risk Management
- Technology

Meeting 2: April 11

- Board Self-Assessment
- Board Succession Planning (future Executive Committee members)
- Governance Review
- Annual Conflicts Review

Meeting 3: June 13

Staff Attendance: Teresa

- Fundraising
- Marketing
- Branding & Reputation

Meeting 4: August 1

Staff Attendance: Kayla

- Program Evaluation
- Public Policy & Advocacy

Meeting 5: October 24

Staff Attendance: Riley

- Annual Budget & Goals
- Long-term Planning & Sustainability
- Workplace Environment & Culture
- Human Resources

Meeting 6: December 5

- Board, Committee, & Officer Elections
- Executive Performance & Comp Review
- Board Review, Reflection, & 2026 Calendar

Continued on next page...

STRATEGIC PRIORITIES: 2025

Annual Strategic Planning (One-Pager)

Use this worksheet to capture an overview of your strategic plan on one page.

Our Core Principles

Our Mission Statement:

Providing home modifications for families of children and young adults with disabilities.

Our Vision Statement:

Our vision is for every child and young adult with disabilities to have a safe and accessible home.

Our Core Values:

Collaborate

Facilitate

Intentional

Sustainable




Our Three-to-Five-Year Strategic Vision (to be accomplished by 2029):

Year 1: Annual Rev \$800K and Program Spend \$600K
Year 3: Annual Rev \$900K and Program Spend \$675K
Year 5: Annual Rev \$1M with Program Spend \$750K

Our Annual Primary Objective:

Execute on clearly defined targets

Our Action Plan:

| | Annual Strategic Objective(s) | Goals/KPIs | Person Responsible for Action Plan | Target Completion Date |
|---|-------------------------------|--|------------------------------------|------------------------|
|  Revenue Generation | Annual Rev \$800K | - Donor Acquisition - Donor Retention - Foundation Giving - Event Revenue | Marcel | FY 2025 |
|  Operations Management | Departmental Plans | - Strategic Planning - Departmental Plans - SOP's | Riley | FY 2025 |
|  Organizational Development | KRA's for every employee | - Employee Retention | Graham | FY 2025 |
|  Financial Management | Cash flow matrix | - Reserve Funding | Graham | FY 2025 |
|  Ministry | Program Spend \$600K | - In-Kind Projects - Client Satisfaction - Number of Projects Completed | Kayla | FY 2025 |

Please reach out to the Executive Director or Executive Committee with questions.

Last updated December 2024