HCCADC

Hernando County Community Anti Drug Coalition

Coalition Organization
&
Fiscal Management
February 20, 2014

Presented By:
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HCCADC/Executive Director

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"A voluntary, strategic alliance that enhances ability to achieve a common purpose by sharing risks, responsibilities, resources and rewards."

Himmelman

Why a Whole Community Approach?

- Inclusive: Involves the whole community

- Shared understanding of community needs and capabilities

- Communication and coordination

- Increased personal and community preparedness

- Increased resiliency

- Decreasing resources

Remember - people may have different definitions of community.

Whole Community Core Principles

1. Understand and meet the actual needs of the whole community.

2. Engage and empower all parts of the community.

3. Strengthen what works well in the community on a daily basis.

Strategies to Implement a Whole Community Approach

1. Understand community complexity.

2. Recognize community capabilities and needs.

3. Foster relationships with community leaders.

4. Build and maintain partnerships.

5. Empower local action.

6. Leverage and strengthen social infrastructure, networks, and assets.

What are the Factors for Ensuring Coalition Developmental Success?

- Cooperation
- Activation
- Coordination
- Communication
- Collaboration

- Facilitation
- Involvement
- Invitation
- Commitment
- Documentation

Define the "Type" of Coalition

- What does the coalition seek to achieve?

- Are all coalition members in agreement?

- Is the community aware of the coalition and its goals?

Activity or Event Focused Coalition

Service or Program Delivery Focused Coalition

Community Mobilization Focused Coalition

Comprehensive Community Coalition

Define the "Type of Coalition

- **_Activity or event focused coalitions_**–conduct activities and/or events such as information and referral, poster contests, health fairs and resource directories.

- **_Service/program delivery coalitions_**–focus on developing and carrying out programs that serve individuals and/or families,i.e., parenting classes, after-school and mentoring programs. Staff may be directly involved in the provision of services.

- **_Community mobilization coalitions_**–organize their communities around single issues (or a set of issues) such as restricting alcohol and tobacco billboards near schools, eliminating the sale of drug paraphernalia in local stores or persuading elected officials to install street lighting.

- **_Comprehensive community coalitions-respond to community conditions by developing and implementing multi-faceted plans to lead to measurable, population-level reductions in one or more substance abuse problems._**

We all know…

We need our 12 sector participation for successful coalitions:

- Youth
- Parent
- Business
- Media
- School
- Youth-Serving Organization
- Law Enforcement
- Religious/Fraternal Organization
- Civic/Volunteer Group
- Healthcare Professional
- State, Local or Tribal Governmental Agency with Expertise in the Field of Substance Abuse
- Other Organization Involved in Reducing Substance Abuse

Summary

By focusing on core elements of successful, connected, and committed communities, we can collectively achieve better outcomes.

The three core principles of whole community coalition-building are:

1. understanding and meeting the actual needs of the whole community;

2. engaging / empowering all parts of community;

3. strengthening what works well in communities on a daily basis.

Organizing Comprehensive Community-Based Coalitions

Key Components for Building a Solid Structure

- Clear roles and structure

- Good meeting & communication habits

- Community updates and dialogue

- Appropriate legal / fiscal organization

Clear Roles & Structure Include:

- An organizational chart
- Identified roles and responsibilities
- Written "job descriptions"
- Members' agreement on the expectations for active membership
- Objectives and authority of each committee/workgroup
- Create By-laws to formalize the structure

Common Components of a Coalition?

- Leadership

- Work Groups

- Committees

- Board of Directors

- Task Forces
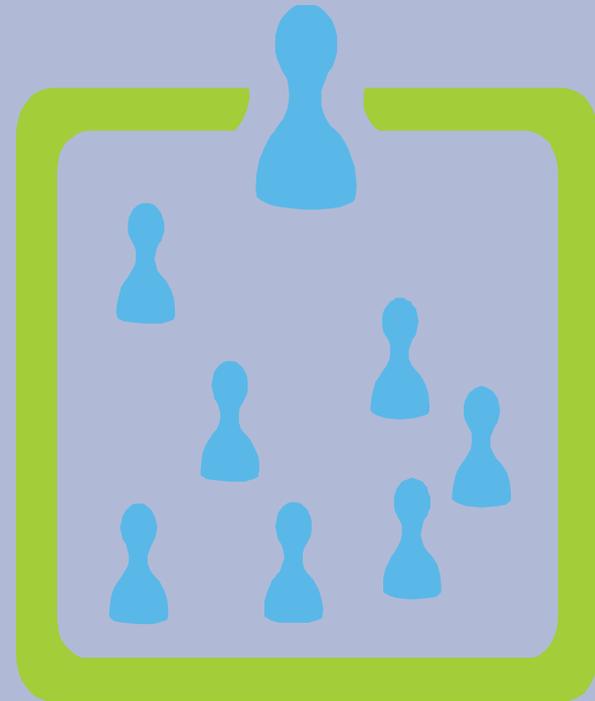
Board of Directors vs. Staff vs. Membership

Board of Directors

- Set Policy
- Determine &Approve Budget. Treasurer to present financial report at Board meetings.
- Evaluate & Manage Performance/Monitor Effectiveness
- Monitor/Manage Conflicts of Interest

Staff

- Staff assists with support for planning, problem solving and information management.
- Staff helps prepare meeting minutes, compile reports, and facilitate meeting coordination. Communication with partners between meetings.
- Staff monitor the "business" end of coalition work, maintaining accurate records for funding and reporting requirements as directed by the BOD.

Community Members

- Members participate in develop comprehensive strategies, and implement their parts of the identified solutions.
- Members leverage resources for change in the community through their professional and personal spheres of influence
- Members can head up committees -

Effective meeting and communication habits include:

- Hold meetings at appropriate times
- Distribute agenda early
- Keeping the meeting on track/keep minutes
- Agreeing upon decision making process
- Follow-up with minutes & action items
- Use e-mail lists, on-line groups, blogs, etc

Successful Coalitions Have...

- Appropriate legal / fiscal organization
- Determine how the coalition will conduct its
- Legal and fiscal operations:

  - Fiscal accounting

  - 501(c)(3) status

- Insurance/liability coverage
- Who should be the fiscal agent?
- When would the coalition move these operations "in house"?

Legal & Fiscal Organization

- There are both pros and cons to incorporating as a nonprofit organization—known under IRS guidelines as a "501(c)3" organization. While incorporating gives your coalition a measure of independent functioning and enables you to apply for and receive funding under your coalition's name, it also carries the burdens of recordkeeping and reporting.

- Some coalitions attempt to achieve most of the advantages of incorporation—without the distress and cost of registering as a 501(c)3—by partnering with another local nonprofit or public agency as their fiduciary. This can be a highly successful interim approach for smaller coalitions or those in their early stages of development, or when the amount of money that passes through the coalition may be small. For some coalitions this partnership arrangement works so well that they never incorporate. However, others find they want or need an independent legal identity.

- **If Coalition is 501(c)(3) they must file:**
  Form 990 – Return of Organization Exempt From Income Tax-Open to Public Inspection Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

- ***Note – IRS is currently reviewing 501(c)(3) applications sent 2012. If this is an option for you get the application from http://www.irs.gov/Charities-&-Non-Profits/Application-for-Recognition-of-Exemption as soon as possible. It is a lengthy process.

Non-Profit – 501(c)(3)

501(c)3 or not to 501(c)3?	
Pros	Cons
•Tax exemptions •Limited liability for members and staff •May be easier to apply for and obtain grants and other funding •Existence not tied to individual members or partners •Discounts on memberships, advertising, and postage	•Organizational overhead: paperwork, record-keeping requirements, and federal and state and reporting requirements •Filing fees for incorporating as a nonprofit entity •Staff and coalition members may become preoccupied with maintaining the nonprofit and be diverted from the work of the coalition and postage

Organization Checklist

- ❑ The roles of coalition members, committees and work
- ❑ groups are defined.
- ❑ The members agree on the expectations for active membership
- ❑ The coalition uses "tools" as appropriate
- ❑ Meetings held regularly with agenda & minutes distributed
- ❑ The coalition keeps information flowing to coalition members
- ❑ The coalition conducts "listening" sessions with the Community
- ❑ Responsibility for fiscal accounting, e.g., 501(c)(3) status, insurance is clearly defined

Summary

- Community-based coalitions require the combined participation of individuals, organizations, and agencies in the community.

- Coalition efforts should be aligned with initiatives at the national, state, and local levels.

- Not all coalitions are in the same phase of their organizational development stage.

- Align coalition's roles and functions with partners and funders.

- ***Whatever you do, make sure you are transparent!***

Coalition Finances/Grant Funding

Grant Funds Are Not Free

- Every grant has fiscal, administrative, and programmatic requirements.

- When State and Federal funding is received, these strings are passed on to the coalition.

Rules…Rules…Rules

DUNS Number

- A DUNS number is a unique nine-digit number that is the universal standard for identifying and keeping track of entities receiving Federal funds.

- HCCADC DUNS – 14-383-6828.

CCR Registration

- The SAMS database is the repository for standard information about federal financial assistance applicants, recipients, and sub recipients.

- Applicants must **update or renew** their SAMS registration at least once per year to maintain an active status.

- SAMS registration must be active during the entire life of the award.

- HCCADC maintains a current SAMS account.

Lobbying/Conditions

- **Lobbying**
  - The grantee - HCCADC understands and agrees that it cannot use any federal funds, either directly or indirectly, in support of the enactment, repeal, modification or adoption of any law, regulation or policy, at any level of government, without express written permission.

Reporting Fraud, Waste, Error and Abuse

Special Condition

- Misuse of grant funds may result in a range of penalties, including suspension of current and future funds, suspensions or debarment from federal grants, recoupment of monies provided under a grant, and civil and/or criminal penalties.

Grant Implementation

- **Change in the Scope of Project**
  - May only use the funds for activities and purposes that were approved in the application and budget.
  - Change in scope occurs when programmatic activities or budget deviates from approved application.

Record Organization

- Keep all grant records, fiscal and programmatic, in one accessible file.

- Grant records should be kept in one location.

- HCCADC financial records are maintained in at 13194 Spring Hill Drive, open for anyone to review – 24/7.

Financial Oversight

- **CPA**
  - Danielle Makofske – CPA, Partner
    3750 Gunn Hwy, Suite 107
    Tampa, FL 33618
    Phone: (813) 964-5502

- **HCCADC Bookkeeper**
  - Shari Noriega

Allowability of Costs

- Costs must be reasonable, allocable, and adequately documented

- A cost is <u>reasonable</u> if it does not exceed what a prudent person would incur under similar circumstances

- A cost is <u>allocable</u> if the goods or services benefited the project

- A cost is <u>adequately documented</u> if it is supported by accounting records and source documents (i.e., timesheets & payroll records, contracts, invoices, etc.)

Accounting System

- Must be able to separately report revenue and expenditures by State and Federal program as well as other programs

- Maintain a Chart of accounts

- HCCADC Uses QuickBooks

Financial Management Requirements

Bank Statements

- Opened and reviewed by a outside party such as bookkeeper/administrative staff – person who is not authorized to sign checks or perform the bank reconciliation, but who is familiar with financial activities

- Reconciliation performed in a timely manner by bookkeeper not authorized to sign checks. Define timely (i.e., within 14 days, etc.)

- Reconciliation approved by grantee official outside the payment process but familiar with financial activities

Financial Management Requirements

Disbursements/Procurement

- Documentation maintained to support all disbursements
- Checks written as approved by requisitions – by Director
- Blank checks safeguarded in a locked place (file cabinet, desk)
- Disbursements pre-approved (indicate by whom - Director);
- Expenditures reasonable

Matching or Cost Sharing

Contributions (including cash and 3rd party in-kind) must be

- Verifiable from the grantee's records
- Not included as contributions for any other federally-assisted project
- Necessary & reasonable for proper and efficient accomplishment of the project or program objectives
- Not paid by the Federal Government under another award (except where authorized by Federal statute)
- Allowable, similar to the grant's Federal expenditures, and provided for in the approved budget

- 45 CFR 74.23 or 45 CFR 92.24 & Part I-24 HHS Grants Policy Statement

Consultants & Subcontracts

- Nature and scope of services that may be outsourced
- In-house capabilities must be evaluated before obtaining external assistance
- Selection process described
- Method for ensuring costs and fees are reasonable
- Must complete W-9
- Must sign subcontract agreement before commencing services/work

Indirect Cost

- Any existing or planned indirect cost rates and the type of rate used

- If all costs are charged directly to the award, the method used to allocate costs that benefit more than one cost objective must be described in detail

Financial Management Requirements

Travel

- Expenses be reasonable, necessary & pre-approved

- Mileage, meals & incidentals and lodging rates be limited to rates published in the GSA Federal Travel Regulation

- Airfare limited to coach & car rental limited to mid-size

- Travel costs reimbursed based on travel vouchers, expenditure reports or the like listing each cost individually along with receipts.

Financial Management Requirements

Food:

- **Generally not allowed in any type of grant, contract, State or Federal funding. If it is allowed is a very very very small percentage.**

Advice:

- **Do not spend Federal, State Dollars on Food. NOT WORTH IT. Use your unrestricted funds – donations, fund raising, ect for food if you must have it.**
- **HCCADC POLICY – NO FOOD**

Financial Management Requirements

Conflict of Interest

- Prohibit the appearance and existence of conflict of interest situations for employees, officers, and agents of the organization

- Examples of conflict of interest situations given

- Define the code of conduct for conflict of interest situations, i.e., nature of penalties for violations.

- 45 CFR 74.42 & 43; Part II-7 HHS Grants Policy Statement; 45 CFR 92.36

Drug Free Workplace

- Unlawful manufacture, distribution, dispensing, possession, or use of controlled substances is prohibited in the workplace

- As a condition of employment, employees must notify management in writing within 5 calendar days, if convicted of violating a criminal drug statute

- Appropriate personnel action must be taken, within 30 calendar days, against any convicted employee

Drug Free Workplace (cont.)

- Federal agencies must be notified in writing, within 10 calendar days, if any employee engaged in the performance of an award is convicted of violating a criminal drug statute

- 45 CFR 82.205 & 225

Words to follow....

"Never doubt that a group of thoughtful, committed citizens can change the world.

Indeed, it is the only thing that ever has."

- Margaret Mead, Anthropologist

Questions…

CONTACT

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