

STRATEGIC ASSESSMENT OF CURRENT BOARD

BUSINESS SKILLS

<u>Skill</u>	<u>Have</u>	<u>Need</u>	<u>Don't Need</u>
Accounting/Bookkeeping			
Development/Fundraising			
Events Planning and Logistics			
Real Estate/Facilities			
Financial/Business Mgmt			
Legal			
Marketing			
Public Relations			
Advertising			
Graphic Design			
Social Media			
Human Resources			
Strategic/Long Range Planning			
Technology/Computers			
Other			

INDUSTRY/AREA

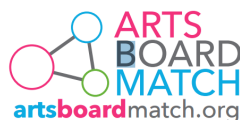
<u>Industry</u>	<u>Have</u>	<u>Need</u>	<u>Don't Need</u>
Hospitality/Travel			
Marketing/Communications			
Legal			
Small Business/Entrepreneurs			
Education/ University			
Accounting			
Banking			
Investing			
Media			
Nonprofits			
Retail			
Architecture & Design			
Real Estate/Developers			
Creative Industries			
Fashion/Lifestyle			
Other			

In-Kind Board Donations

<u>In-Kind Donation</u>	<u>Have</u>	<u>Need</u>	<u>Don't Need</u>
Printing			
Office Space			
Office Equipment			
Computer/software			
Catering			
Host Event			
Retail gift certificates			
Travel and hotel			
Advertising/Media			
Other			

Other Considerations

<u>Demographics</u>	<u>Have</u>	<u>Need</u>	<u>Don't Need</u>
Age			
Gender			
Ethnic Group			
Sexual Orientation			



BOARD SELF-ASSESSMENT SURVEY

How confident are you that as an effective governing body, the board: **SCALE 1 = Not At All Confident, and 5 - Very Confident.**

1. Monitors and evaluates the health of the organization?
2. Ensures the organization is serving its primary mission and vision statement well?
3. Monitors financial performance and projections on a regular basis?
4. Has a strategic vision for the organization?
5. Has adopted an income strategy (that combines contributions, earned income and other revenue) to ensure adequate resources?
6. Has a clear policy on the responsibilities of board members in fundraising?
7. Currently contains an appropriate range of expertise and diversity to make it an effective governing body?

How confident are you that most or all board members: **SCALE 1 = Not At All Confident, and 5 - Very Confident.**

1. Understand the mission and purpose of the organization?
2. Are adequately knowledgeable about the organization's programs?
3. Act as ambassadors to the community on behalf of the organization and its constituencies?
4. Follow through on commitments they have made as board members?
5. Understand the respective roles of the board and staff?
6. Are appropriately involved in board activities?

Please comment:

Why did you join the board?

What are the top two strengths of the organization.?

What are the top two weaknesses of the organization?

What are the top two strengths of the board?

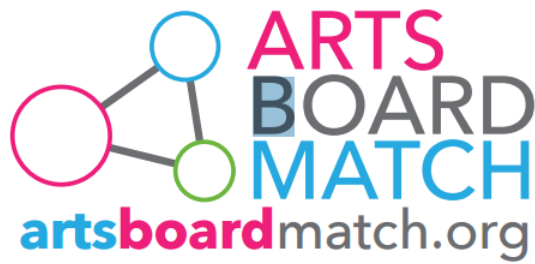
What are the top two weaknesses of the board?

What can the organization do to make your board participation more meaningful and satisfying to you?

What suggestions/questions do you have for the board chair or the director about the board, your own role, or any other aspect of the organization?

Other Comments/Suggestions:

RETURN BY EMAIL TO laura@artsbizmiami.org PUT CV BOARD RETREAT IN SUBJECT LINE



Arts&Business
Council OF MIAMI

SETTING GOALS FOR YOUR BOARD WORKSHEET

In today's workshop we have covered what the board does and the various roles the board plays in your organization. Use this form to prioritize what you need your board to accomplish to help your organization move forward. As we discussed not all board members can do all things and not all groups have the assets to attract some qualities.

For this worksheet **Step 1** Check all the roles you want your board to fill. **Step 2** is to select the top 3 or 4 areas that are most important. The needs are your priorities, the wants are things you would like but not a top priority. **Step 3** is to select what subsets in that role are important to you. **Step 4** is to use this information to help refine your board recruitment strategy. You can also use this information to evaluate your current board. Remember, BE REALISTIC!

Financial Support ___ Need? ___ Want?

- ___ Individual donation
- ___ Corporate donation
- ___ Bring in new donors
- ___ Planned giving
- ___ Oversee a Power 2 Give campaign
- ___ Other

Fundraising ___ Need? ___ Want?

- ___ Host events at their home or office to introduce their Friends and colleagues to your group
- ___ Introduce staff or other board members to potential Donors or supporters
- ___ Social media campaigns on behalf of your group
- ___ Fundraising campaigns on their Facebook or other
- ___ Host VIP reception before or after performance
- ___ Increase "circle of influence" for organization

Outreach/Advocacy ___ Need? ___ Want?

- ___ Represent organization at chamber events
- ___ Bring groups executives to chamber events
- ___ Set up speaking engagements with business and community groups for the organization
- ___ Meet with elected official(s) on behalf of the group

Other

Governing ___ Need? ___ Want?

- ___ Set policy
- ___ Planning and strategy to reach organizational goals
- ___ Bylaws and operating procedures
- ___ Mission
- ___ recruit new board members

Fiduciary ___ Need? ___ Want?

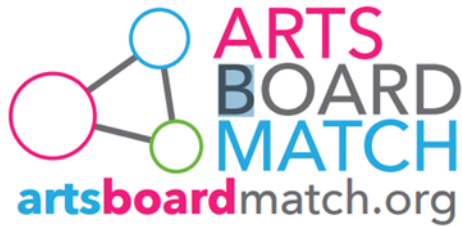
- ___ Work with staff to set annual budget
- ___ Track actual vs projected throughout the year
- ___ Do cost/benefit analysis to see where group might Find cost saving

Advisory ___ Need? ___ Want?

- ___ Share skills with organization
- What skills do you need? Explain

In-Kind Donations ___ Need? ___ Want?

- ___ Donate services
- What service do you need? Explain
- ___ Donate product
- What products do you need?



ASSETS WORKSHEET

What Assets can you offer your board members? Fill out form with the things you can provide:

Business Development/Meet Influential People

Networking opportunities:

Access to potential clients:

Email or other promotion to your members, patrons, subscribers

Professional Development

Skills building:

Leadership or other workshop opportunities

Social

Events, parties and galas:

Performances:

Opening Nights:

Other social opportunities:

Access to Artists/Behind the Scenes

Meet the artist opportunities:

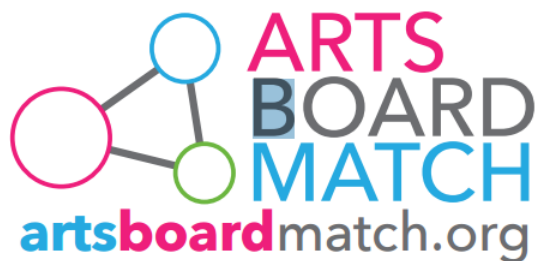
Backstage or behind the scenes access:

Make the Community Better

What does your group do that is unique:

Meet some of the school kids or people you impact:

Other:



BOARD RECRUITMENT SALES PACKAGE

Put this information together in a nice folder.

History and Background

What is the mission of the organization?

Who do you serve?

What do your offer?

Marketing materials

Event overview and photos

Performance calendar

Event calendar

Newspaper reviews and articles

Overview of your artists

Your impact on the community

Financial information

Public budget

How is the organization funded? Who are your top funders

Does the board discuss and approve the budget annually?

Are financial reports reviewed and discussed at each board meeting?

Who is on the board

List of your current board with company and phone number

What are your board requirements

Annual contribution—how much?

Can part of their annual contribution be in-kind—sharing skills, donating services? If yes make sure to discuss.

What about tickets to performances, events and galas? How many are board members expected to buy?

What time commitment is required? How often does the board meet? What about committee assignments.

What expertise, skills do you want them to bring to the board

How are new directors selected?

What are the lengths of board terms? Are their term limits?

Is there an orientation and on-going training for board members?

These questions will help you evaluate a candidate's interest in your group

Are you supportive of our mission?

Have you ever attended a performance or event?

Based on what we discussed today how would you see yourself fitting in?

Do you have the time and commitment to be an effective board member?

Is this a group you be proud to represent?

Next steps

After determining the person can meet the board requirements and is interested and a good fit you should have a board or staff member make a report to the board about the candidate and then have a vote to accept him/her on to the board. An official welcome letter outlining what they will give financially, what skills they will share, what in-kind etc. The letter should be very detailed. The new members board orientation should be scheduled.



CIRCLE OF INFLUENCE IDEA WORKSHEET FOR BOARD MEMBERS

From the Building a Better Workshop we discussed some of the ways board members can get involved with the organization:
Contributed to organizations visibility and/or public relations efforts

- Increase audience and/or membership
- Introduce new donors or funding partners
- Provide financial or programmatic oversight
- Contribute to the visioning, strategic planning and overall organizational development
- Contribute to board recruitment and development
- Provide in-kind skills and services to fulfill the organizations mission
- Attend and bring people to events and programs and performances
- Be an advocate for the organization

We also discussed how each board member can expand his outreach and effectiveness for your group by connecting with his Circle of Influence.

MY CIRCLE OF INFLUENCE

Chambers, Business Associations you are a member of:

Outreach – hand out board member business cards to contacts you meet at meetings, events and follow up if interested

Clients that might be interested in this group:

Outreach – invite clients to events or performances as your guest and follow up if to see if they want to get involved

Potential Clients that might be interested in this group:

Outreach – set up a short meeting to tell them about how they might get involved with your group and while there trade business cards and mention your interest

Colleagues that might be interested in this group:

Outreach – send information and invitations from the group to your colleagues. Talk directly to those that might be interested and invite to an event or performance. Host a company night for your colleagues and associates at an event or performance for your group.

Vendors or businesses that might be interested:

Outreach – invite clients to events or performances as your guest and follow up if to see if they want to get involved. Don't forget in-kind donations they might be able to provide.

Friends that might be interested in the group.

Outreach – invite to events or performances as your guest and follow up if to see if they want to get involved

Social activities that might bring connections:

Other companies or professionals in my industry that I might reach out to:



Name: _____ Office: _____ Cell: _____ (Y / N)

Email: _____ Mailing: _____

Board Contribution

☐ Cash ☐ In-kind _____ (list dollar value)

Circle of Influence – what organizations, industries can you connect with

1. _____
2. _____
3. _____

Committee - Each board member

Committee Name	Status	
1. _____	<input type="checkbox"/> Chair	<input type="checkbox"/> Member
2. _____	<input type="checkbox"/> Chair	<input type="checkbox"/> Member

Events Each board member should champion or participate in at least 1 event/program

- Event or Program
1. _____
 2. _____

Connections - List any donors, partners, sponsor ideas

Name	Company	Contact
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

Benefits – What are you looking for from your board involvement

1. _____
2. _____

Signature

Date

By signing this I am agreeing to deliver all items listed.

PAPER CHASE:

Reporting Requirements for Arts Groups. A Checklist to Maintain Compliance.

ANNUAL FILINGS: STATE OF FLORIDA

☐ **NON-PROFIT CORPORATION ANNUAL REPORT**

Contact the Florida Department of State, Division of Corporations for forms: 850-488-9000 or www.sunbiz.org

As a non-profit corporation in the state of Florida you must file an annual report and pay a filing fee. The annual report form is mailed to you each year. Your corporation will be dissolved if you do not file an annual report in a timely manner.

☐ **SOLICITATION OF CONTRIBUTIONS FILING**

Contact Division of Consumer Affairs for information and filing forms: 850-488 - 3022 or www.800helpfla.com/soc.html

Under the Florida Solicitations Act, non-profit organizations that solicit contributions in Florida must register with the Florida Department of Agriculture and Consumer Services. To be in compliance, a non-profit group must complete the Florida Solicitation form and file each year. Filing fees range from \$10 to \$400 depending on annual contributions received. In addition, your financial reports and current budget must be available to any member of the public that requests it. Groups may be penalized for failure to register.

☐ **STATE OF FLORIDA AND LOCAL SALES TAX**

Contact the Florida Department of Revenue for information and forms: www.myflorida.com/dor

As a non-profit, complete the Consumers Certificate of Exemption with the Florida Department of Revenue to receive sales tax exemption.

ANNUAL FILINGS: IRS

☐ **IRS FORM 990 or 990EZ or 990N**

Contact IRS: 1-800-TAX FORMS or www.irs.gov The forms have been significantly revised.

IRS Form 990 is your group's annual tax return. All non-profit groups must file. Those with gross receipts less than \$25,000 can file 990N. There are additional forms if your group owns property, has significant interest earnings and others. Tax exempt organizations may be liable for tax on its unrelated business income. Schedule A is often required. All IRS filings are due by the 15th of the 5th month after your fiscal year end. An extension, Form 2758 may be filed. Check with a financial service advisor about any other IRS forms you may need to file annually. **Penalties:** A tax-exempt organization that fails to file a required return is subject to a maximum penalty of \$10,000 or 5 percent of the organization's gross receipts for the year. It may put your 501c3 status in jeopardy.

☐ **PAYROLL TAX REQUIREMENTS**

Contact IRS for information: 800-829-3676 or www.irs.gov

You must notify the IRS for each employee, consultant or artist your organization pays.

Penalties: The IRS may assess substantial non-filing penalties for failure to file, including removal of your 50c3 status.

☐ **Form W-4 "EMPLOYEES WITHHOLDING ALLOWANCE CERTIFICATE"**

As an employer, your organization must withhold the correct amount of Federal Income Tax from the employee's wage. Order IRS Circular E "Employers Tax Guide (1-800-829-3676) explains employer tax responsibilities, requirements for withholding, reporting and paying taxes.

☐ **FORM 1099 – INDEPENDENT CONTRACTORS, ARTISTS**

If an employee works under minimum direction from your organization and if you do not constitute their chief source of income they may be considered an individual contractor. Many of your artists may fall into this category. You do not have to file withholding for these employees. You must, however, report their annual earnings to the IRS with form 1099 if they earn more than \$600 in one fiscal year. Form 1099 is due in January of each year regardless of your fiscal year, payroll records must follow the calendar year.

KEEP ON FILE: IMPORTANT RECORDS

☐ **LIABILITY INSURANCE** Meant to protect the "insured" from the risks of liabilities imposed by lawsuits and similar claims. Often required by performance spaces, by your landlord and others that may contract with your group.

☐ **PROPERTY INSURANCE** Meant to protect physical property and tangible goods. If you own a building also insures the facility.

☐ **D&O INSURANCE** Directors and Officers insurance provides financial protection for the directors and officers of your company in the event they are sued in conjunction with the performance of their duties as they relate to the company.

☐ **ARTICLES OF INCORPORATION** Your Articles of Incorporation establish your non-profit corporate status in the State of Florida.

☐ **BY-LAWS** The By-Laws you filed with the State of Florida determined your organizational structure and the way your board operates.

☐ **IRS FINAL DETERMINATION LETTER** Establishes your group as a tax exempt charitable organization with the IRS.

☐ **CORPORATE BOARD MINUTES AND RESOLUTIONS** The Board secretary should keep accurate minutes of all meetings of governing body of the organization. Minutes from all meetings should be kept on file for at least 7 years.

☐ **FINANCIAL RECORDS, IRS 990 FORM, ANNUAL RETURN** Monthly bank statements and financial records should be kept on file for 7 years. Payroll records, expense reports, invoices, vouchers, audit reports and other financial records should also be kept on file for at least 7 years.