Strengthening Community Action 
Through Expert Legal Resources & Education

178 Tremont Street • Boston, MA 02111
(617) 357-6915

www.caplaw.org
NATIONAL TRAINING CONFERENCE

NEW ORLEANS
SHERATON NEW ORLEANS HOTEL
JUNE 18 – 20, 2014
Dear CAPLAW Conference Participants,

Welcome to the 2014 CAPLAW National Training Conference in one of the nation’s most vibrant and resilient cities, New Orleans! We are excited you have joined us to commemorate the 50th anniversary of the War on Poverty in a city that exemplifies the strength and tenacity of the low-income communities served by the Community Action network. Our Keynote Luncheon Conversation will focus on the first-hand experiences of notable New Orleans nonprofit leaders who tirelessly work to revitalize the local vulnerable communities devastated by Hurricane Katrina.

We are delighted to host as our Opening Keynote Speaker, Professor Peter B. Edelman, who has acted as an advocate for the poor since the inception of the Community Action movement. As Professor of Law at Georgetown University Law Center and as Faculty Co-Director of the Georgetown Center on Poverty, Inequality and Public Policy, Professor Edelman continually explores the causes of poverty and solutions for eradicating it. We also gratefully welcome opening remarks from Jeannie Chaffin, Director of the Office of Community Services, within the Administration for Children and Families (ACF), at the U.S. Department of Health and Human Services (HHS) and Ann Linehan, Acting Director of the Office of Head Start also within ACF at HHS.

As always, we look forward to bringing you NCAF Executive Director David Bradley’s insights from Washington at Friday morning’s Legislative Update.

Throughout the conference, our faculty of nationally recognized attorneys, Community Action leaders and top officials from government agencies will lead workshops and panels to equip your staff and board with the knowledge and tools they need to exceed expectations and to face future governance, human resources, fiscal and legal challenges. This year’s conference workshops will focus on practical and progressive ways to strengthen your organization so you may successfully and sustainably meet the future needs of the communities you serve. To this end, we are excited to feature workshops addressing the Office of Management and Budget Super Circular, the Affordable Care Act, CSBG performance management, tools for effective benchmarking, Head Start risk management, the CSBG organizational standards and so much more.

This year’s conference offers a variety of opportunities for you to grow one of your most valuable professional resources – your network of peer contacts! We encourage you to take advantage of all of this year’s peer connection activities, including; Wednesday evening’s Networking Reception; the Wall of Knowledge; Thursday afternoon’s Keynote Luncheon; and Friday morning’s Breakfast Roundtables. Don’t miss meeting and learning from your peers!

We hope you will leave this year’s with strategies to successfully surmount current challenges and effectively meet the needs of the communities you serve.

Sincerely,

Winston Ross
President of CAPLAW

Eleanor Evans
Executive Director/General Counsel
CAPLAW BOARD & STAFF

**Winston A. Ross, President**  
Former Executive Director, Westchester Community Opportunity Program  
*Elmsford, NY*

**David Brightbill, Vice President**  
Executive Director, Washington–Morgan Counties Community Action Program  
*Marietta, OH*

**Gale F. Hennessy, Treasurer**  
Executive Director, Southern New Hampshire Services  
*Manchester, NH*

**Jerralynn Ness, Secretary**  
Executive Director, Community Action serving Washington County  
*Hillsboro, OR*

**Cynthia Burton, Board Member**  
Executive Director, Community Service Programs of West Alabama, Inc.  
*Tuscaloosa, AL*

**Hal Cohen, Board Member**  
Executive Director, Capstone Community Action  
*Barre, VT*

**Douglas D. Rauthe, Board Member**  
Executive Director, Community Action Partnership of Northwest Montana  
*Kalispell, MT*

**Patricia Steiger, Board Member**  
Management Consultant & Former Executive Director,  
*National Community Action Management Academy*

**Leonard Dawson, Board Member Emeritus**  
Former Executive Director, Coastal Georgia Area Community Action Authority, Inc.  
*Brunswick, GA*

**David Bradley, CAPLAW Coordinator**  
Executive Director, National Community Action Foundation  
*Washington, DC*

**Eleanor Evans, Esq., Executive Director & General Counsel**  
*Boston, MA*

**Allison Ma’luf, Esq.**  
Deputy Director & Senior Counsel

**Jean Carr, Esq.**  
Assistant Counsel

**Michael Shepsis, Esq.**  
Staff Attorney

**Ashley Billingsley**  
Administrative Coordinator/Executive Assistant

**Stephanie Knechtle**  
Communications Coordinator
SHERATON HOTEL FLOOR PLAN

THIRD FLOOR
SHERATON HOTEL FLOOR PLAN

FIFTH FLOOR

EIGHTH FLOOR
Region X

extends a sincere thanks to the CAPLAW staff and their partners who put a great deal of energy and effort into creating a successful 2014 CAPLAW Conference in New Orleans.

PACIFIC NORTHWEST COMMUNITY ACTION ASSOCIATION
Lisa Stoddard, President
Jerralynn Ness, CAPLAW Board Member
### Conference At-A-Glance

**Tuesday, June 17, 2014**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>3 p.m. - 5 p.m.</td>
<td>Registration &amp; Information</td>
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**Wednesday, June 18, 2014**

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<td>5th Floor, Grand Foyer</td>
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<tr>
<td>8 a.m. - 12:15 p.m.</td>
<td>Pre-Conference Tour</td>
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<td>(Registration is required. Tour will leave from the lobby near the Starbucks.)</td>
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<td>9:00 a.m. - 11:30 a.m.</td>
<td>Pre-Conference Workshops (15-minute break included)</td>
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<td>A. HR: Sex, Lies &amp; Videotapes</td>
<td>Napoleon A, 3rd Floor</td>
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<td>B. FINANCIAL: Internal Controls from an Auditor’s Perspective</td>
<td>Napoleon B, 3rd Floor</td>
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<td>C. SUSTAINABILITY: What You Need to Know to Start a Social Enterprise</td>
<td>Napoleon C, 3rd Floor</td>
</tr>
<tr>
<td>1 p.m. - 2:45 p.m.</td>
<td>Opening Session with Peter B. Edelman, Jeannie Chaffin &amp; Ann Linehan</td>
<td>Grand Ballroom, 5th Floor</td>
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<tr>
<td>2:45 p.m. - 3:15 p.m.</td>
<td>Afternoon Break with Exhibitors</td>
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<td>3:15 p.m. - 5 p.m.</td>
<td>Workshop Session One</td>
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<td>1A. GOVERNANCE: Action Steps to Becoming a 21st Century Board</td>
<td>Grand Ballroom D, 5th Floor</td>
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<td>1B. HR: Is Your Employee Handbook a Friend or Foe?</td>
<td>Grand Ballroom E, 5th Floor</td>
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<td>1C. FINANCIAL: CAA Financial Reporting Show &amp; Tell</td>
<td>Napoleon C, 3rd Floor</td>
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<td>1D. SUSTAINABILITY: Working with Businesses to Bring in Revenue &amp; Resources</td>
<td>Napoleon A, 3rd Floor</td>
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<td>1E. CSBG: Spotlight on CSBG Organizational Standards &amp; Reauthorization</td>
<td>Napoleon B, 3rd Floor</td>
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<td>1F. GOVERNANCE: ABCs of CAA Bylaws*</td>
<td>Grand Chenier, 5th Floor</td>
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<tr>
<td>5:15 p.m. - 5:45 p.m.</td>
<td>Elective Session: Best Practices for Retirement Plans with Mutual of America</td>
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<tr>
<td>5:45 p.m. - 7:30 p.m.</td>
<td>New Orleans Jazz Networking Reception</td>
<td>Armstrong Ballroom</td>
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**Thursday, June 19, 2014**

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<td>Registration and Information</td>
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<td>5th Floor, Grand Foyer</td>
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<tr>
<td>7:30 a.m. - 8:15 a.m.</td>
<td>Continental Breakfast</td>
<td>Grand Ballroom Foyer</td>
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<tr>
<td>8:30 a.m. - 10 a.m.</td>
<td>Workshop Session Two</td>
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<td>2B. HR: Managing Leave &amp; Attendance</td>
<td>Grand Ballroom E, 5th Floor</td>
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<td>2C. FINANCIAL: Navigating the OMB Super Circular</td>
<td>Napoleon C, 3rd Floor</td>
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<td>2D. SUSTAINABILITY: Shared Services, Collaborations &amp; Mergers</td>
<td>Napoleon A, 3rd Floor</td>
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<td>2E. HEAD START: Head Start Hot Topics</td>
<td>Napoleon B, 3rd Floor</td>
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<tr>
<td>10 a.m. - 10:30 a.m.</td>
<td>Morning Break with Exhibitors</td>
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### THURSDAY, JUNE 19, 2014 (CONTINUED)

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<tr>
<td>10:30 a.m. - 11:45 a.m.</td>
<td><strong>Workshop Session Two (continued)</strong></td>
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<tr>
<td>12 p.m. - 1:40 p.m.</td>
<td><strong>Keynote Luncheon &amp; Keynote Conversation about Revitalizing Vulnerable Communities</strong></td>
<td>Grand Ballroom, 5th Floor</td>
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<tr>
<td>2 p.m. - 3:30 p.m.</td>
<td><strong>Workshop Session Three</strong></td>
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<tr>
<td></td>
<td><strong>3A. GOVERNANCE:</strong> A Lesson Learned: Fulfilling a Board's Fiduciary Duties</td>
<td>Grand Ballroom D, 5th Floor</td>
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<td><strong>3B. HR:</strong> What Every Employer Should Know About E-Verify &amp; I-9 Compliance</td>
<td>Grand Ballroom E, 5th Floor</td>
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<td><strong>3C. FINANCIAL:</strong> Exploration of Electronic Financial Tools &amp; Services</td>
<td>Napoleon C, 3rd Floor</td>
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<td><strong>3D. SUSTAINABILITY:</strong> Diversify &amp; Demystify Your Fundraising</td>
<td>Napoleon A, 3rd Floor</td>
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<td><strong>3E. CSBG:</strong> Next Generation Performance Management*</td>
<td>Napoleon B, 3rd Floor</td>
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<td><strong>3F. CSBG:</strong> Using CSBG Funds Properly*</td>
<td>Grand Chenier, 5th Floor</td>
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<tr>
<td>3:30 p.m. - 4 p.m.</td>
<td><strong>Afternoon Break with Exhibitors</strong></td>
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<tr>
<td>4 p.m. - 5:30 p.m.</td>
<td><strong>Workshop Session Four</strong></td>
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<td><strong>4A. GOVERNANCE:</strong> Developing Your Leadership for Your CAA’s Future</td>
<td>Grand Ballroom D, 5th Floor</td>
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<td><strong>4B. HR:</strong> Assessing Different Staffing Options</td>
<td>Grand Ballroom E, 5th Floor</td>
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<td><strong>4C. FINANCIAL:</strong> Tools for Effective Benchmarking</td>
<td>Napoleon C, 3rd Floor</td>
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<td><strong>4D. CSBG:</strong> Using CSBG Funds Properly*</td>
<td>Napoleon A, 3rd Floor</td>
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<td><strong>4E. HEAD START:</strong> Head Start Risk Management</td>
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<td><strong>4F. CSBG:</strong> Next Generation Performance Management*</td>
<td>Grand Chenier, 5th Floor</td>
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### FRIDAY, JUNE 20, 2014

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<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>7:30 a.m. - 12 p.m.</td>
<td><strong>Conference Information</strong></td>
<td>Registration Desk, 5th Floor, Grand Foyer</td>
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<tr>
<td>7:30 a.m. - 8:45 a.m.</td>
<td><strong>Continental Breakfast &amp; Roundtables</strong></td>
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<td><em>(see locations listed in program insert)</em></td>
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<td>7:30 a.m. - 8:45 a.m.</td>
<td><strong>Attorney Network Breakfast</strong></td>
<td>Grand Chenier, 5th Floor</td>
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<td>8:45 a.m. - 9 a.m.</td>
<td><strong>Morning Break with Exhibitors</strong></td>
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<tr>
<td>9 a.m. - 10:45 a.m.</td>
<td><strong>Workshop Session Five</strong></td>
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<td><strong>5A. GOVERNANCE:</strong> ABCs of CAA Bylaws*</td>
<td>Grand Ballroom D, 5th Floor</td>
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<td><strong>5B. HR:</strong> Affordable Care Act Check-Up</td>
<td>Grand Ballroom E, 5th Floor</td>
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<td><strong>5C. FINANCIAL:</strong> Accounting, Tax &amp; Audit Tips Update</td>
<td>Napoleon C, 3rd Floor</td>
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<td><strong>5D. GENERAL:</strong> Primer on Privacy &amp; Confidentiality</td>
<td>Napoleon A, 3rd Floor</td>
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<td><strong>5E. HEAD START:</strong> Building Capacity for CLASS™ Improvement</td>
<td>Napoleon B, 3rd Floor</td>
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<tr>
<td>11 a.m. - 12 p.m.</td>
<td><strong>Closing Session: Legislative Update with David Bradley, NCAF</strong></td>
<td>Grand Ballroom, 5th Floor</td>
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*Note: These workshops are offered twice to enable maximum participation.*
Best wishes, CAPLAW,

for an exciting & informative

conference!

Anita S. Lichtblau
Partner, Casner & Edwards, LLP
Nonprofit Organization Law Practice Group

Oklahoma’s Community Action Agencies

50 Years of

Helping People and Changing Lives

Oklahoma Association of Community Action Agencies

www.okacaa.org
Meeting Diverse Needs of People in Poverty

• Removing obstacles to self-sufficiency
• Helping attain an adequate education
• Providing support to secure and maintain employment
• Creating affordable, energy-efficient housing
• Offering services to promote economic security
• Improving family nutrition
• Supporting families with early childhood programs
• Creating links with other anti-poverty community groups

www.caaregionvi.org
### Conference Schedule

**TUESDAY, JUNE 17, 2014**

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<th>Time</th>
<th>Activity</th>
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<td>Registration and Information</td>
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**WEDNESDAY, JUNE 18, 2014**

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<td>Pre-Conference Tour</td>
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<tr>
<td>9:00 a.m. - 11:30 a.m.</td>
<td>Pre-Conference Workshops <em>(15-minute break included)</em></td>
<td>Napoleon A 3rd Floor</td>
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#### A. HR: Sex, Lies and Videotapes

This review of workplace investigations through video vignettes puts you in the place of a Human Resource (HR) professional whose day just got very complicated. A routine disciplinary investigation suddenly turns into a challenging, high-risk sexual harassment investigation of a long-term, highly valued manager. You will see a video presentation of each step in the process, and then participate in an interactive discussion of what the HR professional should do next.

Under the law, the employer’s response to the harassment complaint is a significant factor in determining potential liability. Effective HR action can help ensure a respectful work environment and appropriate corrective action, and can prevent years of expensive and damaging litigation. The presentation will help show how the HR professional can ensure legal compliance, eliminate/minimize litigation risk and, most importantly, solve the problem.

**Presenter:** Tillman Coffey, Esq., Fisher & Phillips LLP  
**CPE Field of Study:** Personnel/HR  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Overview  
**After participating in this workshop you will be able to:**
- Outline key elements of an effective workplace investigation
- Take steps to respond appropriately to workplace harassment complaints

#### B. FINANCIAL: Internal Controls From the Auditor’s Perspective

With the Office of Management and Budget (OMB) Super Circular’s enhanced focus on internal controls, it is now more important than ever to design, implement and communicate effective internal controls throughout your organization. In this session, we will focus on how an auditor analyzes internal controls throughout the audit process and we will identify internal control best practices.

If you are a fiscal officer, program director or program staff, join us for this session to discuss the internal controls your organization must have regarding assets, liabilities, and revenue and expense accounts. We will include suggestions for fraud prevention in each of these areas as well.

**Presenter:** Denes Tobie, CPA, Wipili LLP  
**CPE Field of Study:** Auditing  
**Advance Preparation:** None  
**Prerequisites:** Accounting/finance experience  
**Level:** Intermediate  
**After participating in this workshop you will be able to:**
- Identify key internal controls and determine whether your organization has them in place
- Establish procedures to develop internal controls and to prevent fraud within your organization
C. **SUSTAINABILITY**: Show Me the (Unrestricted) Money! What You Need to Know to Start a Social Enterprise

Nonprofits and CAAs all over the U.S. are leveraging their assets into earned income, and you can, too. What you know, what you have and what you do have value to other nonprofits and the for-profit community. This hands-on workshop will walk you through the key elements required to launch a successful earned income venture. Learn not only about starting and operating this type of venture but also about market research and feasibility, costing and sales planning, and the elements in a business plan. You will make an asset inventory; brainstorm opportunities; and be motivated by examples that are working for other nonprofits and CAAs that have begun their social enterprises.

**Presenter:** Jean Block, Jean Block Consulting, Inc.
**CPE Field of Study:** Specialized Knowledge & Applications
**Advance Preparation:** None
**Prerequisites:** None
**Level:** Overview

After participating in this workshop you will be able to:
- Identify potential social enterprise ventures appropriate for your organization
- Explain the process of planning an earned income venture to others in your organization
- Start planning your venture!

1 p.m. - 2:45 p.m. **Opening Session**

**Featured Speaker:** Jeannie Chaffin, Director, Federal Office of Community Services
**Featured Speaker:** Ann Linehan, Acting Director, Federal Office of Head Start
**Opening Keynote Speaker:** Peter B. Edelman, Professor of Law, Georgetown University Law Center

2:45 p.m. - 3:15 p.m. **Afternoon Break with Exhibitors**

3:15 p.m. - 5 p.m. **Workshop Session One**

1A. **GOVERNANCE**: Action Steps to Becoming a 21st Century Board

Ensure that your board is a 21st century board: relevant, ready to lead and results-focused. In this session we will walk through eight areas where boards may implement procedures, policies and approaches that will drive their organization to a successful future. The areas include: board selection and orientation; governance principles; term limits; active CEO oversight and support; using results and metrics; engagement and proper involvement; self-assessment; and not just surviving but thriving. We will use scenarios to explore the different areas and help boards identify approaches and methods to improve the way it operates.

**Presenters:** Bingham Edwards, Paul Lott, Carolyn Orr, Allison Speegle, and Michael Tubbs, Community Action Partnership of North Alabama
**Moderator:** Eleanor Evans, Esq., CAPLAW
**CPE Field of Study:** Specialized Knowledge & Applications
**Advance Preparation:** None
**Prerequisites:** None
**Level:** Overview

After participating in this workshop you will be able to:
- Take steps to improve board operations
- Increase your board’s focus on measurable outcomes
1B. **HR: Is Your Employee Handbook a Friend or Foe?**

Maintaining a well-written and up-to-date employee handbook that complies with the law is more important than ever, especially since the proposed CSBG Organizational Standards recommend that personnel policies be regularly reviewed by an attorney and approved by the board at least every 5 years. Handbooks should be drafted with the idea of letting your employees know what is expected of them and what they can expect from you. Out-of-date and well-intended but poorly written policies often fall short of that goal and tend to create legal risks and unintended obligations for employers. Moreover, policies related to leaves, hiring tests, credit checks, harassment and discrimination, criminal background information, and medical tests that may have been appropriate when written are now being challenged in court and by various government agencies. Anyone who has drafted a handbook for their organization knows that the process is not an easy one and can be time consuming. If you have ever struggled with drafting an employee handbook or wondered whether your organization really needs an employee handbook, this session is for you.

**Presenter:** Andria Lure Ryan, Esq., Fisher & Phillips LLP  
**CPE Field of Study:** Personnel/HR  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Overview  
**After participating in this workshop you will be able to:**  
- Identify what should and should not be included in an employee handbook  
- Explain the benefits of a customized approach to developing and updating an employee handbook  
- Recognize ways to use your organization’s handbook as a management tool

1C. **FINANCIAL: CAA Financial Reporting Show and Tell**

Attend this session to get new ideas for making key financial indicators understandable and engaging board members in more meaningful financial oversight and direction setting. We will discuss why boards need financial reports that differ from those used by financial managers and how much detail about specific grant and program line items boards need to see. We will look at formats used by Community Action Agencies across the country to present financial reports to their boards. We will focus on ways to make balance sheets understandable to board members and add meaningful year-end projections to revenue and expense reports. We will discuss different options such as dashboards that may be used to present financial information as well as ways to determine what information matters and how it can be presented most effectively.

**Presenter:** Kay Sohl, Kay Sohl Consulting, Inc.  
**CPE Field of Study:** Accounting  
**Advance Preparation:** None  
**Prerequisites:** Experience preparing and presenting financial reports to various audiences, including boards of directors  
**Level:** Intermediate  
**After participating in this workshop you will be able to:**  
- Identify board financial information needs and financial report approaches that help boards provide meaningful oversight  
- Evaluate the potential benefits of using graphics to facilitate monitoring trends and progress toward key strategic goals
1D. **SUSTAINABILITY: Working with Businesses to Bring in Revenue to Your Organization**

Building relationships with businesses in your community can generate revenue and more for your organization. CAAs and other similar organizations have leveraged their resources and realized important benefits from those relationships – including money, advocacy, volunteers and more. Attend this session and discover how you can work with your local businesses to foster corporate sponsorship, enhance program revenue, expand earned income opportunities, partner on co-branding, and more. We’ll also explore some successful Community Action examples that could work for you.

**Presenter:** Jean Block, Jean Block Consulting, Inc.

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** None

**Prerequisites:** None

**Level:** Overview

**After participating in this workshop you will be able to:**
- With your colleagues, brainstorm ways to work with local businesses to bring revenue and resources to your organization
- Develop and implement a plan to reach out to local businesses for this purpose

1E. **CSBG: Spotlight on CSBG Organizational Standards and Reauthorization**

The CSBG Organizational Standards are intended to increase the accountability and capacity of CAAs to achieve their anti-poverty mission. The standards, which are designed to be used by both CAAs and state CSBG lead agencies, recommend specific organizational practices in nine areas, including: board governance, organizational leadership, strategic planning, financial operations and oversight, human resource management, data analysis, community engagement and assessment, and consumer input and involvement. Attend this session and find out what the standards will mean for your organization and how they will be implemented. Explore the legal angle of some of the standards, including those in the governance and human resources areas; get tips on how to use legal resources to meet the standards; and examine legal issues relating to implementation of the standards. In this session, we will also address how the standards relate to the pending reauthorization of the CSBG Act.

**Presenters:** Jeannie Chaffin, Federal Office of Community Services

Denise Harlow, MSW, CCAP, Community Action Partnership

Anita Lichtblau, Esq., Casner & Edwards

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** Review CSBG Organizational Standards available on the Community Action Partnership website

**Prerequisites:** Familiarity with CSBG Organizational Standards

**Level:** Update

**After participating in this workshop you will be able to:**
- Explain the CSBG organizational standards, as well as their likely impact and implementation, to others in your organization
- Help your organization design its response to the CSBG Organizational Standards
GOVERNANCE: ABCs of CAA Bylaws

Note: This same workshop also takes place on Friday, June 20 at 9 a.m.

Clear, authoritative, and up-to-date bylaws are a cornerstone of good governance. The proposed Community Service Block Grant (CSBG) Organizational Standards emphasize the importance of bylaws and the integral role that an attorney plays in ensuring that a CAA’s bylaws are up to par. In this session, attorneys who regularly work with CAAs will discuss the laws specifically applicable to a CAA’s bylaws and what provisions the bylaws must contain to ensure compliance with key requirements of those laws. We will discuss how to comply with CSBG and Head Start board composition requirements and answers to questions such as: How do an organization’s bylaws relate to its articles of incorporation, board resolutions and agency wide policies? What provisions should CAAs have in their bylaws? How should CAA bylaws deal with issues such as board size, term limits and conflicts of interests?

Presenters: Allison Ma’luf, Esq., CAPLAW
CPE Field of Study: Specialized Knowledge & Applications
Advance Preparation: Review and bring a copy of your CAA’s bylaws
Prerequisites: Familiarity with CAA bylaws
Level: Overview

After participating in this workshop you will be able to:
- Identify areas for improvement in your organization’s bylaws
- Develop and implement a process for updating your organization’s bylaws to ensure that they are legally compliant, facilitate effective governance and reflect your organization’s current operations

 Elective Session: Best Practices for Retirement Plans with Mutual of America

New Orleans Jazz Networking Reception
Don’t miss this chance to socialize with your Community Action colleagues while savoring locally inspired food and drink and smokin’ swing from the New Orleans Cottonmouth Kings.

THURSDAY, JUNE 19, 2014

7:30 a.m. - 5:30 p.m.  Registration and Information

7:30 a.m. - 8:15 a.m.  Continental Breakfast

8:30 a.m. - 10 a.m.  Workshop Session Two (with 30-minute break)

GOVERNANCE: Ensuring Effective Oversight: Tools for Top-Notch Organizations

Explore the depth of your knowledge and the practical implications of nonprofit governance by participating in this interactive session. Participants will be divided into small discussion groups to analyze case scenarios based on key governance areas addressed in the CAPLAW publication “Tools for Top-Notch CAAs” – including overseeing the organization’s finances, making board meetings matter, and adopting and implementing essential governance policies. Each group will arrive at a solution for each case and share it with the session as a whole. Workshop leaders will summarize the solutions and provide a brief presentation on best practices. This is an opportunity to test your governance knowledge, express your opinions, meet CAA, Head Start and nonprofit leaders from around the country, and learn from the experiences of others.

Presenters: Anita Lichtblau, Esq., Casner & Edwards
Patricia Steiger, CCAP, Management Consultant and CAPLAW Board Member
Michael Shepsis, Esq., CAPLAW

CPE Field of Study: Business Management & Organization
Advance Preparation: Review case studies and related materials including excerpts from CAPLAW’s Tools for Top Notch CAAs (emailed to participants)

(Continued on page 15)
(Continued from page 14)

Prerequisites: Knowledge of CSBG tripartite board requirements and Head Start board responsibilities

Level: Intermediate

After participating in this workshop you will be able to:

- Take steps to improve the effectiveness of your organization’s board meetings
- Recognize, and take appropriate action to address, critical financial, conflict of interest and whistleblower issues your organization may encounter

2B. **HR:** Here on Monday, Gone on Tuesday, Back on Friday: Managing Leave and Attendance

Keeping tabs on who will be in the office and who will be out on any given day can be a struggle for employers, especially those who are regularly faced with issues stemming from employees’ requests for leave or accommodation. In this session, we will work through scenarios that will help employers address employee absences, in particular those relating to leave requests under the Family and Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA). We will explain how these two laws interact with each other, address how they interact with worker’s compensation laws and explore the importance of performance evaluations. We will discuss practical approaches to a variety of leave issues relating to an employer’s obligations including reduced and intermittent leave options, light duty assignments and restoration rights; and reasonable accommodations. We will also explore ways in which an employer may manage employees with ongoing absences through discipline and, if necessary, termination of employment.

Presenter: Rick Pins, Esq., Stinson Leonard Street LLP

CPE Field of Study: Personnel/HR

Advance Preparation: None

Prerequisites: Working knowledge of and experience applying laws and policies on employee leave and disabilities

Level: Intermediate

After participating in this workshop you will be able to:

- Recognize key FMLA, ADA and workers’ compensation issues, which may need to be addressed when an employee requests leave
- Effectively engage in the “interactive process” required under the ADA in response to employee requests for reasonable accommodations
- Communicate to supervisors the importance of conducting regular performance evaluations that accurately document employee performance

2C. **FINANCIAL:** Navigating the OMB Super Circular

Attend this session for an overview of the key changes to OMB’s administrative, cost principle and audit requirements for federal grantees referred to as the “Super Circular.” We will discuss the impact of the new regulations on your organization and identify existing systems, policies and procedures that may need updating. We will focus on the most significant changes, including the increased emphasis on internal controls, new rules on indirect costs, revisions to compensation documentation, more detailed procurement procedures and more.

Presenter: Denes Tobie, CPA, Wipfli LLP

CPE Field of Study: Specialized Knowledge & Applications

Advance Preparation: None

Prerequisites: Working knowledge of the existing OMB Circulars

Level: Intermediate

After participating in this workshop you will be able to:

- Explain key changes made by the Super Circular
- Recognize which of these changes are most likely to affect your organization
2D. **SUSTAINABILITY:** Strategies for Sustainability - Shared Services, Collaborations and Mergers

Joining forces is a viable option when furthering an expansive mission or facing uncertain times. In this session we will explore various alternatives for sharing or combining resources, services or programs – from consolidating administrative functions to jointly managing programs to formally merging. We will examine the practical and legal implications of these various options, including the unique issues associated with government funding.

**Presenters:** Joel Kaleva, Esq., Crowley Fleck PLLP  
Joelle Hoeft, DCS-Office of Economic Opportunity  
Joan Macik, Heartland Community Action Agency, Inc.  
Gale Hennessy, CCAP, Southern New Hampshire Services  

**Moderator:** Eleanor Evans, Esq., CAPLAW  

**CPE Field of Study:** Specialized Knowledge & Applications  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Overview  

**After participating in this workshop you will be able to:**
- Communicate to others within your organization the various ways that CAAs and similar organizations can work together to improve their efficiency and effectiveness  
- Work with your colleagues to determine whether any of these approaches is appropriate for your organization

2E. **HEAD START:** Head Start Hot Topics

The world of Head Start continues to evolve. Join our panel for a discussion of recent changes and how the Head Start community is adapting. Panelists will discuss the status of the designation renewal process, next steps for grantees that successfully re-compete and the latest on Office of Head Start monitoring. We will also touch on President Obama’s recent initiative to expand Early Head Start child care partnerships as a part of his Early Learning Plan. Be sure to attend the workshop to learn about these hot topics and more.

**Presenters:** Ann Linehan, Federal Office of Head Start  
R. Brian Tipton, Esq., The Private Client Law Group  
Yasmina Vinci, National Head Start Association  

**CPE Field of Study:** Specialized Knowledge & Applications  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Update  

**After participating in this workshop you will be able to:**
- Update others in your organization about developments in the Head Start program  
- Identify key compliance areas to focus on in your Head Start program
### Workshop Session Three

#### 3A. GOVERNANCE: A Lesson Learned: Fulfilling Board Fiduciary Duties

Attend this session to learn from an attorney who experienced firsthand the struggle of an influential nonprofit with a forward thinking mission. In this workshop, we will analyze the downturn of the international nonprofit, Central Asia Institute, which was founded by Greg Mortenson and served as the focus of his acclaimed novel, *Three Cups of Tea*. We will explore where organizational and financial missteps were made and how they could have been avoided by the board of directors if fiduciary duties had been fulfilled. We will address how a board meets its obligations in relation to a variety of matters including management of the executive director and board relationship, executive compensation, interaction with regulatory agencies, role of media relations, and attorney/board interactions.

**Presenter:** Joel Kaleva, Esq., Crowley Fleck PLLP  
**CPE Field of Study:** Specialized Knowledge & Applications  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Overview  
**After participating in this workshop you will be able to:**  
- Recognize governance and leadership situations that could possibly jeopardize the health of your organization  
- Educate your fellow board members on ways to ensure they are fulfilling their fiduciary duties

#### 3B. HR: What Every Employer Should Know About E-Verify and I-9 Compliance

Every employer has an obligation to verify identity and work eligibility of all employees at the time of hire and maintain properly completed I-9 forms. This session will review the new I-9 form and explain the requirements of each section of the form. You will also learn about Immigration Customs and Enforcement (ICE) focus on employer compliance and enforcement of the law. You will learn practical tips on document review, photocopying of documents, re-verifying expired documents and how and for how long to retain I-9 forms. The session will review the federal government’s E-Verify program and help you decide if participation is a requirement or an option for your organization.

**Presenter:** Andria Lure Ryan, Esq., Fisher & Phillips LLP  
**CPE Field of Study:** Personnel/HR  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Overview  
**After participating in this workshop you will be able to:**  
- Complete each section of the I-9 Form  
- Identify, review and verify supporting documentation for I-9 Forms  
- Comply, if required, with the E-Verify program
3C. **FINANCIAL**: Exploration of Electronic Financial Tools and Services

In this session, learn about the ever-growing variety of electronic tools and services available to improve controls and efficiency. We will identify the costs and benefits of new tools and strategies to make useful pricing comparisons. We will not only discuss ways to manage your organization’s funds using remote deposit terminals and searchable bank transaction records but also examine different ways to move funds including electronic fund transfers (EFT), wires, and online transfers. We will explore third party financial services options such as outsourced accounts payable and donor processing. We will also consider when an organization may benefit from using purchase cards, credits cards and debit cards.

**Presenter**: Kay Sohl, Kay Sohl Consulting, Inc.

**CPE Field of Study**: Specialized Knowledge & Applications

**Advance Preparation**: None

**Prerequisites**: None

**Level**: Overview

**After participating in this workshop you will be able to**:

- Evaluate new electronic tools for their potential to improve controls, increase efficiency, and/or reduce cost
- Assess key fraud risks associated with online processing and begin developing fraud prevention and detection strategies to address emerging risks in electronic processing

3D. **SUSTAINABILITY**: Diversify and Demystify Your Fundraising

This practical how-to session will outline the variety of funding opportunities that are available to your nonprofit organization. Based upon data that demonstrates where philanthropy comes from in our country, this session will address how to concentrate your fundraising efforts to where the money is and building a base of loyal donors, rather than seeking one-time short-term solutions to funding needs. The presentation will be accessible for those totally new to philanthropy, but it will also provide a good framework for evaluating the effectiveness of your fundraising strategy for the more experienced fundraisers.

**Presenter**: Jenny Rodgers Bigelow, Jenny Rodgers Development Services

**CPE Field of Study**: Specialized Knowledge & Applications

**Advance Preparation**: None

**Prerequisites**: None

**Level**: Overview

**After participating in this workshop you will be able to**:

- Identify types of development opportunities that will help your organization diversify its funding base
- Begin establishing a framework within which to effectuate a fundraising strategy
3E. **CSBG: Next Generation Performance Management**

*Note: This same workshop also takes place on Thursday, June 19 at 4 p.m.*

“Performance Management” is not just about collecting data, but also about determining what the data means - to the organization itself, and at the state office and national levels as well. In this workshop we will review the national discussion regarding Community Service Block Grant (CSBG) performance measures and indicators and spend time discussing the new focus on the analysis and use of data collected to enable real performance management. We will ask participants to consider the connections between the community needs that have been assessed, the organizations’ selection of services and strategies, the assignment of CSBG dollars to support certain services and strategies, and the results that are expected. Looking at new national performance indicators (NPI) items will focus on identifying the potential effectiveness of these indicators to 1) identify intermediate and long term outcomes that actually impact the identified needs and 2) provide data for continuous improvement of the organization.

**Presenter:** Barbara Mooney, Ed.D., National Association for State Community Service Programs, ROMA Next Generation Center of Excellence

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** None

**Prerequisites:** Understanding of the current CSBG ROMA performance management system

**Level:** Update

After participating in this workshop you will be able to:

- Determine how the efforts to update the current CSBG performance management system are likely to impact your organization
- Communicate to your organization the national efforts to update the CSBG performance management system

3F. **CSBG: Using CSBG Funds Properly**

*Note: This same workshop also takes place on Thursday, June 19 at 4 p.m.*

The Community Service Block Grant (CSBG) Act encourages CAAs to use CSBG funds in ways that result in a “greater use of innovative and effective community-based approaches to attacking the causes and effects of poverty.” However, to use CSBG funds creatively requires grantees to know the required and permitted uses of such funds including the limitations that must be considered. In this session, we will focus on issues relating to eligibility for CSBG services, especially when leveraging CSBG funds or integrating intake processes, along with the limitations in the CSBG Act relating to property and facilities. We will also discuss the procedures and applicable laws that govern situations where a state believes a CAA has not properly managed its CSBG funds.

**Presenter:** CAPLAW Staff

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** Review CAPLAW CSBG client eligibility and property Q&As available on the CAPLAW website

**Prerequisites:** Basic understanding of federal CSBG Act’s requirements relating to property and eligibility

**Level:** Intermediate

After participating in this workshop you will be able to:

- Assess your organization’s current use of CSBG funds to check for compliance with the permitted uses and limitations for such funds pursuant to the CSBG Act
- Identify innovative ways to use CSBG funds within the limitations set forth in the CSBG Act

3:30 p.m. - 4 p.m. **Afternoon Break with Exhibitors**
4A. **GOVERNANCE: Developing Your Leadership Bench and Preparing for Your CAA’s Future**

In today’s dynamic environment, leadership development as part of sustainability planning is a must for all CAAs, Head Start programs and other government-funded organizations. This session will focus on talent management and succession planning throughout key positions in your organization, address how this fits into an overall agency sustainability plan, and cover key planning tools laid out in *Batter Up! Developing Your Leadership Bench and Preparing for your Community Action Agency’s Future: Sustainability, Succession & Transition*, two toolkits developed by the national Community Action Partnership’s National Training Center.

**Presenter:** Denise Harlow, MSW, CCAP, Community Action Partnership  
**CPE Field of Study:** Specialized Knowledge & Applications  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Overview  
**After participating in this workshop you will be able to:**  
- Communicate the importance of leadership development and succession planning, and how they work together, to others in your organization  
- Lead your organization through the national Community Action Partnership’s toolkits to implement a systematic approach to meet short-term leadership needs and to develop long-term strategies to cultivate the next generation of leaders

4B. **HR: Assessing Different Staffing Options: From Interns to Independent Contractors**

CAAs, Head Start grantees and similar organizations must often think creatively about staffing options to find the best, most cost-effective way to implement a program. When doing so, they seek answers to questions such as: Can employees volunteer for an organization’s programs and events? Do we have to pay interns? Is this worker an employee or an independent contractor? If you have sought answers to these and other types of staffing scenarios, attend this session where we will discuss the Fair Labor Standards Act (FLSA) wage and hour requirements that govern many of these situations, along with other legal requirements to consider when determining the best staffing arrangements for your organization.

**Presenter:** Rick Pins, Esq., Stinson Leonard Street LLP  
**CPE Field of Study:** Personnel/HR  
**Advance Preparation:** None  
**Prerequisites:** Working knowledge of and experience applying wage and hour laws  
**Level:** Intermediate  
**After participating in this workshop you will be able to:**  
- Categorize workers as employees or independent contractors  
- Recognize situations in which interns must be paid  
- Establish policies and procedures for employees to volunteer for your organization
4C. **FINANCIAL:** Tools for Effective Benchmarking: How to Properly Measure and Understand Your Organization’s Success

Data is power and leaders who understand the power of financial and nonfinancial tools and metrics can move their organizations forward at a faster pace. To start, you need to know which are the key metrics for similar organizations. Attend this session to discover tools and techniques for obtaining and analyzing raw data that can help you answer the question “How do we compare?” You will then learn how to use this data to pinpoint where your organization stands, both internally and within the industry, and to communicate this information to your organization’s board, its employees and, most importantly, the constituencies it serves.

**Presenters:** Bruce Braunewell, CPA, and Melissa E. Struck, CPA, CliftonLarsonAllen LLP

**CPE Field of Study:** Accounting

**Advance Preparation:** None

**Prerequisites:** Experience preparing and presenting financial reports to various audiences, including boards of directors

**Level:** Intermediate

**After participating in this workshop you will be able to:**
- Utilize reporting and analysis techniques such as dashboard reporting, benchmarking and integration of nonfinancial data
- Better interpret and communicate the financial condition and results of your organization
- Use data analysis as an effective tool in understanding the nonprofit industry and in leading your organization forward

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4D. **CSBG:** Using CSBG Funds Properly

**Note:** This same workshop also takes place on Thursday, June 19 at 2 p.m.

The Community Service Block Grant (CSBG) Act encourages CAAs to use CSBG funds in ways that result in a “greater use of innovative and effective community-based approaches to attacking the causes and effects of poverty.” However, to use CSBG funds creatively requires grantees to know the required and permitted uses of such funds including the limitations that must be considered. In this session, we will focus on issues relating to eligibility for CSBG services, especially when leveraging CSBG funds or integrating intake processes, along with the limitations in the CSBG Act relating to property and facilities. We will also discuss the procedures and applicable laws that govern situations where a state believes a CAA has not properly managed its CSBG funds.

**Presenter:** Katie Pope, Esq., Rosen Harwood

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** Review CAPLAW CSBG client eligibility and property Q&As available on the CAPLAW website

**Prerequisites:** Basic understanding of federal CSBG Act’s requirements relating to property and eligibility

**Level:** Intermediate

**After participating in this workshop you will be able to:**
- Assess your organization’s current use of CSBG funds to check for compliance with the permitted uses and limitations for such funds pursuant to the CSBG Act
- Identify innovative ways to use CSBG funds within the limitations set forth in the CSBG Act
### HEAD START: Head Start Risk Management

Thinking and acting proactively is critical for an organization’s Head Start program not only to survive but thrive. In this session we will explore actions grantees may take to strengthen their Head Start programs and avoid recompetition. We will discuss guidance for five-year project grants and identify common problems that have placed grantees on the recompetition list. We will also explore proactive steps an organization can take to avoid those problems as it prepares for its next round of monitoring.

**Presenter:** R. Brian Tipton, Esq., The Private Client Law Group

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** None

**Prerequisites:** Familiarity with Head Start requirements, including the designation renewal process

**Level:** Update

**After participating in this workshop you will be able to:**
- Prioritize areas for improvement within your organization’s Head Start program
- Take steps to minimize the chances your organization will need to compete to keep its Head Start program

### CSBG: Next Generation Performance Management

*Note:* This same workshop also takes place on Thursday, June 19 at 2 p.m.

“Performance Management” is not just about collecting data, but also about determining what the data means - to the organization itself, and at the state office and national levels as well. In this workshop we will review the national discussion regarding Community Service Block Grant (CSBG) performance measures and indicators and spend time discussing the new focus on the analysis and use of data collected to enable real performance management. We will ask participants to consider the connections between the community needs that have been assessed, the organizations’ selection of services and strategies, the assignment of CSBG dollars to support certain services and strategies, and the results that are expected. Looking at new national performance indicators (NPI) items will focus on identifying the potential effectiveness of these indicators to 1) identify intermediate and long term outcomes that actually impact the identified needs and 2) provide data for continuous improvement of the organization.

**Presenter:** Barbara Mooney, Ed.D., National Association for State Community Service Programs, ROMA Next Generation Center of Excellence

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** None

**Prerequisites:** Understanding of the current CSBG ROMA performance management system

**Level:** Update

**After participating in this workshop you will be able to:**
- Determine how the efforts to update the current CSBG performance management system are likely to impact your organization
- Communicate to your organization the national efforts to update the CSBG performance management system

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**Friday, June 20, 2014**

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<th>Time</th>
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<td>7:30 a.m. - 12 p.m.</td>
<td>Conference Information</td>
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<tr>
<td>7:30 a.m. - 8:45 a.m.</td>
<td>Continental Breakfast and Roundtables (see locations listed in program insert)</td>
<td>Grand Chenier 5th Floor</td>
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<td>7:30 a.m. - 8:45 a.m.</td>
<td>Attorney Network Breakfast</td>
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<tr>
<td>8:45 a.m. - 9 a.m.</td>
<td>Morning Break with Exhibitors</td>
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Workshop Session Five

5A. GOVERNANCE: ABCs of CAA Bylaws

Note: This same workshop also takes place on Thursday, June 19 at 2 p.m.

Clear, authoritative, and up-to-date bylaws are a cornerstone of good governance. The proposed Community Service Block Grant (CSBG) Organizational Standards emphasize the importance of bylaws and the integral role that an attorney plays in ensuring that a CAA's bylaws are up to par. In this session, attorneys who regularly work with CAAs will discuss the laws specifically applicable to a CAA's bylaws and what provisions the bylaws must contain to ensure compliance with key requirements of those laws. We will discuss how to comply with CSBG and Head Start board composition requirements and answers to questions such as: How do an organization’s bylaws relate to its articles of incorporation, board resolutions and agency wide policies? What provisions should CAAs have in their bylaws? How should CAA bylaws deal with issues such as board size, term limits and conflicts of interests?

Presenters: Allison Ma'luf, Esq., CAPLAW
Katie Pope, Esq., Rosen Harwood

CPE Field of Study: Specialized Knowledge & Applications
Advance Preparation: Review and bring a copy of your CAA's bylaws
Prerequisites: Familiarity with CAA bylaws
Level: Overview

After participating in this workshop you will be able to:
- Identify areas for improvement in your organization’s bylaws
- Develop and implement a process for updating your organization’s bylaws to ensure that they are legally compliant, facilitate effective governance and reflect your organization’s current operations

5B. HR: Affordable Care Act Check-Up

Attend this session to hear about the latest developments in implementation of the health care reform law and their impact on employer-sponsored health plans. Topics discussed will include those requirements currently in effect, such as the 90-day waiting period limit, along with newly issued rules such as the final employer “pay or play” mandate regulations. We will also touch on upcoming requirements such as the nondiscrimination requirements for fully insured plans.

Presenter: Brianne Rome, Esq., Liskow & Lewis

CPE Field of Study: Personnel/HR
Advance Preparation: None
Prerequisites: Working knowledge of Affordable Care Act (ACA) requirements for employer-sponsored health plans
Level: Update

After participating in this workshop you will be able to:
- Prepare or update your organization’s timeline for compliance with ACA requirements
- Identify areas of ACA compliance that your organization needs to focus on and begin developing strategies for addressing them
5C. **FINANCIAL:** Accounting, Tax and Audit Tips Update

This session is designed to give you an overview of revisions and proposed changes that could potentially impact your nonprofit, financial and tax reporting as well as its OMB Circular A-133 Single Audit. We will examine proposed and current changes in accounting standards and review updates in financial reporting, highlighting reporting trends in the nonprofit industry. The session will also cover the recent revisions to the Single Audit data collection form. Finally, we will discuss the current Form 990 and items to consider when preparing or reviewing your filing as well as discuss how your organization can better utilize the return as a marketing tool.

**Presenters:** Bruce W. Braunewell, CPA, and Melissa E. Struck, CPA, CliftonLarsonAllen LLP

**CPE Field of Study:** Accounting

**Advance Preparation:** None

**Prerequisites:** Working knowledge of Single Audit preparation process, nonprofit financial reporting requirements and the Form 990

**Level:** Update

**After participating in this workshop you will be able to:**
- Recognize current and proposed changes that could impact your nonprofit organization
- Identify best practices that would assist in the efficient submission of your data collection form
- Assess key issues to consider when preparing your organization’s Form 990

5D. **GENERAL:** Primer on Privacy and Confidentiality

CAAs and other organizations serving vulnerable populations must implement processes and procedures for safeguarding their clients’ personal information. In this session, we will examine what privacy rules apply – including key requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) – and find out what your organization should be doing to protect the personal information it collects from its clients. We will analyze situations where the desire, and often legal responsibility, to protect clients’ privacy conflicts with requests or subpoenas from third parties. We will also explore the common practice of sharing client information within the organization or with other organizations serving clients’ needs.

**Presenters:** Eleanor Evans, Esq., CAPLAW
Alicia Gilleskie, Esq., Smith Anderson

**CPE Field of Study:** Specialized Knowledge & Applications

**Advance Preparation:** None

**Prerequisites:** None

**Level:** Overview

**After participating in this workshop you will be able to:**
- Identify legally protected client information and ways to respond to disclosure requests
- Implement processes and procedures for protecting your clients’ confidential information
5E. **HEAD START: Building Capacity for CLASS™ Improvement**

The Classroom Assessment and Scoring System (CLASS™) is a tool used by the Office of Head Start (OHS) to measure adult-child interactions, a key factor that relates to positive child social-emotional and academic outcomes. CLASS™ can be used to identify strengths as well as point to challenges in early childhood classrooms. How do programs affirm strengths, foster change, and sustain growth? Supporting high quality interactions takes time and attention at multiple levels from program to classroom to individual teacher. This session addresses strategies for supporting strengths and increasing the quality of interactions in Head Start classrooms.

**Presenter:** Vicki Hawley, M.S., Center for Early Education and Development, University of Minnesota  
**CPE Field of Study:** Specialized Knowledge & Applications  
**Advance Preparation:** None  
**Prerequisites:** None  
**Level:** Overview

After participating in this workshop you will be able to:
- Communicate the importance of CLASS™ and its application to the Head Start program to colleagues
- Recognize strengths and areas of improvement in relation to the CLASS™ system

11 a.m. - 12 p.m. **Legislative Update:** David Bradley, Executive Director, National Community Action Foundation
Iowa, Kansas, Missouri, & Nebraska

Region VII sends best wishes for a great 2014 conference!

Strengthening Values and Economic Security

RPICLINKS REGION IX

is Proud to Support CAPLAW!

We sincerely thank the staff and leadership of CAPLAW for their continued dedication in providing the legal and financial resources to strengthen the Community Action network.

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Celebrating 50 Years of Community Action

Region VIII Community Action Partnership is pleased to support the 2014 CAPLAW National Training Conference in New Orleans.

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Proud to be working with CAPLAW since 2003!
Professor Peter B. Edelman, Opening Keynote Speaker

Mr. Edelman is a Professor of Law at Georgetown University Law Center, where he teaches constitutional law and poverty law and is faculty co-director of the Georgetown Center on Poverty, Inequality, and Public Policy. On the faculty since 1982, he has also served in all three branches of government. During President Clinton’s first term he was Counselor to HHS Secretary Donna Shalala and then Assistant Secretary for Planning and Evaluation.

Professor Edelman has been Associate Dean of the Law Center, Director of the New York State Division for Youth, and Vice President of the University of Massachusetts. He was a Legislative Assistant to Senator Robert F. Kennedy (RFK) and Issues Director for Senator Edward Kennedy’s 1980 Presidential campaign. Prior to working for RFK, he clerked for Supreme Court Justice Arthur J. Goldberg and before that for Judge Henry J. Friendly on the U.S. Court of Appeals. He also served as Special Assistant to U.S. Assistant Attorney General John Douglas, and was a partner in the law firm of Foley & Lardner.

Mr. Edelman’s most recent book, So Rich, So Poor: Why It’s So Hard to End Poverty in America, was published by The New Press and is now in paperback. A previous book, Searching for America’s Heart: RFK and the Renewal of Hope, is available in paperback from the Georgetown University Press. His article in The Atlantic Monthly, entitled “The Worst Thing Bill Clinton Has Done,” received the Harry Chapin Media Award.

Professor Edelman has chaired and been a board member of numerous organizations and foundations. He is currently chair of the District of Columbia Access to Justice Commission and board chair of the National Center for Youth Law.

Mr. Edelman has been a United States-Japan Leadership Program Fellow, was the J. Skelly Wright Memorial Fellow at Yale Law School, and has received numerous honors and awards for his work, including the William J. Brennan, Jr. Award from the D.C. Bar in 2005. He grew up in Minneapolis, Minnesota, and graduated from Harvard College and Harvard Law School.

Jeannie Chaffin, Featured Opening Session Speaker

Ms. Chaffin serves as the Director of the Office of Community Services, within the Administration for Children and Families (ACF), at the U.S. Department of Health and Human Services. She brings local, state and national level experience in anti-poverty efforts to her appointment at ACF. Prior to joining ACF, she served as the Community Services Block Grant (CSBG) Senior Program and Policy Specialist at the National Association for State Community Services Programs where her responsibilities included policy development and technical assistance to State CSBG Administrators. She also coordinated with existing partners and created new relationships with key national organizations, members of Congress, and the Administration that furthered the purposes of CSBG at the state and local levels. Ms. Chaffin has worked in the CSBG Network for over twenty years, at both a State CSBG office and a local Community Action Agency. As Missouri’s State CSBG and Low Income Home Energy Assistance Program manager, she was responsible for contract management, monitoring, Federal and State reporting, including Results Oriented Management and Accountability, budget development, training, and creating new initiatives and approaches to reduce poverty. She is a graduate of Drury University with a Bachelor’s of Science in Sociology and is a Certified Community Action Professional.
ANN LINEHAN, FEATURED OPENING SESSION SPEAKER

Ms. Linehan was recently designated to serve as Acting Director of the Office of Head Start (OHS). Prior to this interim position, Ms. Linehan served as the Deputy Director of OHS since 2011. Prior to her Deputy position, she held senior management positions in OHS for 15 years overseeing the Divisions of Program Development, Quality Assurance, and Program Operations. Ms. Linehan’s leadership has been instrumental in the roll out of Early Head Start, improvements to the monitoring systems and more recently in OHS’ efforts to implement risk mitigation strategies to improve program performance and increase accountability. Ms. Linehan began her federal career in 1992 in Region I as the Head Start Regional Program Manager responsible for Head Start programs in New England. Before joining the federal government she was the Executive Director of a non-profit agency for nearly a decade that provided Head Start and Child Care services in eight communities in Massachusetts. She began her career as a special needs teacher for medically fragile children. Ms. Linehan holds a BS in Sociology and Psychology and a Masters in Education from Boston State.

DAVID BRADLEY, LEGISLATIVE UPDATE SPEAKER

David Bradley has been recognized as one of Washington’s leading advocates for low income programs. Mr. Bradley has worked with federal government representatives, members of Congress, congressional staff and key White House personnel to develop national policies dealing with low-income needs and related regulations and guidelines. Mr. Bradley has served as a member on a number of advisory boards and commissions. He helped found and fund CAPLAW, which provides a legal support system to this anti-poverty network and is widely credited with increasing the effectiveness of all partners, federal, state and local in the Community Services Block Grant network. Mr. Bradley established CAP-PAC, the Community Action Program Political Action Committee. This allows individuals associated with community action programs to participate in a sophisticated manner in the political process. Recently Mr. Bradley helped create CAP Fund, which is the first venture capital fund to be established to assist CAAs in their economic development activities. Mr. Bradley continues to demonstrate the ability to make issues affecting the poor of interest to both political parties. This was clearly demonstrated in 1995 and 1996 when the House Republican Contract with America agenda called for the elimination of funding for the CSBG. Mr. Bradley turned that challenge into an opportunity to fully discuss the Community Action network. Mr. Bradley has a Bachelors and Masters degree from George Washington University. In 1987 he was a Senior Executive Fellow at the Harvard University John F. Kennedy School of Government. He served in President Carter’s Administration as Congressional Liaison at the Small Business Administration.
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WINSTON A. ROSS, ACSW, CCAP, PRESIDENT

Mr. Ross is the recently retired Executive Director of Westchester Community Opportunity Program, having served from 1984 to August 2013. Mr. Ross received his BS degree from New York University and his Masters in Social Work from Columbia University. He is the past President of the Yonkers Branch NAACP (1971-1978). He is the past First Vice President of the National Association of Community Action Agencies, the former Chairperson of the New York State Social Work Board and past First Vice President of the National Association of Social Workers. Mr. Ross received the 1989 New York State and National Social Worker of the year Award. He has been recognized by many local organizations for his involvement in the community. He presently serves on the Board of Directors: New York State Chairperson NAACP ACT-SO, Yonkers NAACP Executive Committee, Westchester Residential Opportunities Program, Inc., and Hudson Valley Health Community Services, Inc. He was also a member of the: Westchester County Criminal Justice Advisory Board, Westchester Martin Luther King, Jr., Institute, The Rotary Club of Yonkers/East Yonkers. Mr. Ross is a member of Metropolitan AME Zion Church in Yonkers and has chaired the Trustee Board, since 1973.

DAVID BRIGHTBILL, VICE PRESIDENT

Mr. Brightbill has been employed by Washington-Morgan Community Action, a private nonprofit corporation based in Marietta, Ohio since 1970 and has served in a variety of capacities, including Youth Coordinator, Youth Employment Counselor, Employment and Training Director, Assistant Executive Director and, finally, as Executive Director since 1987. Mr. Brightbill is past President of the Ohio Association of Community Action Agencies (OACAA) and currently serves as OACAA's First Vice President, Mayor of the Village of Lower Salem and Chair of the Ohio University Board of Trustees. Mr. Brightbill holds a bachelor of science in education from Ohio University.

GALE F. HENNESSY, CCAP, TREASURER

Mr. Hennessy is the Executive Director/CEO of Southern New Hampshire Services (SNHS), the Community Action Agency for Hillsborough and Rockingham Counties, the two largest counties in New Hampshire. Hillsborough County consists of two of the largest cities in the state and 29 towns while Rockingham County includes the seaport of Portsmouth and 36 towns. Mr. Hennessy has been involved with Community Action since 1966 and has been Executive Director/CEO at SNHS since 1976. He has been active in leadership positions in Community Action throughout his career. Since 1981 Mr. Hennessy has served as the President of the New Hampshire Community Action Association, the Board of Directors of the New England Community Action Association since 1976 as the Region 1 representative to the Board of the Community Action Partnership (the national CAA organization) since 1978, and as a founding Board Member of CAPLAW in 1994. Under his leadership, the New Hampshire Community Action Association has positioned the five New Hampshire CAAs to be a primary social service operator in New Hampshire. The NH CAAs operate the Dislocated and Adult Titles of WIA, the statewide Welfare-to-Work program, WIC, CSFP, Head Start, Early Head Start, Weatherization, Fuel Assistance, Utility funded Energy Assistance, Homeless Outreach, HOME rehabilitation programs, and have developed, own and operate over 1,500 units of subsidized housing serving elderly, homeless and family populations. Mr. Hennessy attended the University of Florida and Emerson College and holds a bachelor of arts from the University of New Hampshire. He is also a Certified Community Action Professional.

JERRALYNN NESS, CCAP, SECRETARY

Ms. Ness is Executive Director of Community Action serving Washington County in Hillsborough, Oregon. She has been with Community Action since 1973 and has been recognized as a leader in the larger Portland metropolitan area for her ability to bring the community together and facilitate positive change for those less fortunate. She has dedicated her life to eradicating poverty, with the mission of helping low-income families achieve economic security. In addition to her role as CAPLAW Board Member, Ms. Ness currently serves on the board of directors of the Hillsboro Chamber of Commerce, Vision Action Network, Hillsboro Community Foundation, and Community Action Partnership of Oregon.
CYNTHIA BURTON
Ms. Burton is the Executive Director for Community Service Programs of West Alabama, Inc. which provides services and resources to low-income individuals and families in Bibb, Choctaw, Fayette, Greene, Hale, Lamar, Sumter and Tuscaloosa counties in West Alabama. The services and resources her CAA offers in those communities include Head Start and early Head Start, housing, weatherization, LIHEAP, juvenile justice, meals on wheels and disaster case management. Prior to her work in Community Action, Ms. Burton spent 28 years working as a Legal Administrator and Senior Paralegal for several small law firms and as a Legal Administrator for the Legal Services Corporation of Alabama. She also spent several years as the Regional Director for the Office of Congressman Artur Davis of the 7th Congressional District in Alabama. Ms. Burton is an active member of multiple boards of directors including the National NeighborWorks Association, Chamber of Commerce of West Alabama and the Alabama State Bar Disciplinary Commission. She serves as the Board President for both the Nonprofit Council in West Alabama and the Community Action Association of Alabama. She also acts as the Finance Chairman for the Long-Term Recovery Committee of West Alabama, a state committee active in providing disaster relief and assistance, and as the Board Chairman for Maude Whatley Health Services, a nonprofit community health center in Tuscaloosa. Ms. Burton received a degree in business administration from Loyola University in Chicago, Illinois.

HAL COHEN
For 18 years Mr. Cohen has been the Executive Director of Capstone Community Action (formerly known as Central Vermont Community Action Council) which employs over 200 people. Headquartered in Barre, Vermont, Capstone serves over 18,000 people a year from numerous sites in Washington, Lamoille and Orange counties covering over 2,000 square miles in largely rural communities. Mr. Cohen’s professional and civic involvement has included sitting on a number of local and state boards such as the Vermont Council on Rural Development, the Central Vermont Workforce Investment Board, the Vermont Workforce Development Council, Food Works, EarthWalk Vermont, Central Vermont Hunger Taskforce, the Vermont Low Income Trust for Electricity and CAPLAW. Mr. Cohen has a M.A. in counseling psychology from Antioch New England Graduate School and a M.S. in nonprofit management from the New School for Social Research. He resides with his wife in Middlesex, Vermont.

DOUGLAS RAUTHE
Mr. Rauthe has been Executive Director for the past 20 years of Community Action Partnership of Northwest Montana, a multi-faceted Community Action Agency that serves four counties of northwestern Montana. Under his direction, the agency provides housing development, LIHEAP, in-home care, employment and training, business loans and many other programs to assist low-income people in achieving self-sufficiency. In addition, Mr. Rauthe is on the Board and immediate past-President of the Region VIII Community Action Partnership, which serves Montana, Colorado, Utah, North and South Dakota and Wyoming. From 1990 to 1998, Mr. Rauthe was the mayor of the City of Kalispell, Montana and a member of the Board of Montana League of Cities and Towns. Mr. Rauthe has served on numerous other boards and committees.

PATRICIA STEIGER, CCAP EMERITUS
Ms. Steiger served as the Executive Director of Iowa East Central T.R.A.I.N. (now Community Action of Eastern Iowa), a Community Action Agency in Davenport, Iowa, for 35 years. After retiring from that position in 2002, Ms. Steiger became the Executive Director of the National Community Action Management Academy. She currently serves as a management consultant. While Executive Director of Iowa East Central T.R.A.I.N., Ms. Steiger served eight years on the National Association of Community Action Agencies (NACAA) Board of Directors and for four years as President. She also served as President of the Iowa Community Action Association and of the Region VII Community Action Association. Ms. Steiger was the recipient of the Lyndon B. Johnson award in 1994.
FACULTY BIOGRAPHIES

JENNY RODGERS BIGELOW
Ms. Bigelow is a Development Consultant based in New Orleans, Louisiana. With a strong background in social services work, she has expanded her skills to health care, education, environmental work, and other critical community issues that the nonprofit sector helps to address. Since becoming a consultant in 2006, she has raised over $200 million for nonprofits and governmental entities in the Gulf Coast area. Her clients have ranged from grassroots organizations with budgets under $1 million to large, federally-funded organizations with budgets over $30 million annually. While Ms. Bigelow has experience with securing federal funding, her practice is centered around helping her clients to access a diversified, secure, flexible and sustainable funding base.

JEAN BLOCK
Ms. Block is a nationally recognized speaker, trainer and consultant on nonprofit management, FUNdraising, board development and social enterprise. She has more than 45 years experience in the nonprofit sector as both board and staff. Ms. Block recently published two new books as part of her “In the Trenches” manuals: The Invisible Yellow Line: Clarifying Nonprofit Board and Staff Roles and The Nonprofit Guide to Social Enterprise: Show Me the (Unrestricted) Money! Ms. Block has also written the nonprofit books: FUNdrasing! 180+ Great Ideas to Raise More Money, The s of Building Better Boards, and Fast FUNdrasing Facts for Fame & Fortune. Visit her web site at www.jblockinc.com to learn more, sign up for her free newsletter and download free useful forms.

BRUCE BRAUNEWELL, CPA
Mr. Braunewell has over twenty-five years of public accounting experience and has served clients within the nonprofit community his entire professional career. He is the Public Sector Group leader for the Philadelphia area offices of CliftonLarsonAllen LLP (CLA), as well as the national leader of CLA’s Social Service sub-industry. Mr. Braunewell is a member of the American and Pennsylvania Institutes of Certified Public Accountants. Besides Pennsylvania, he holds a professional license to practice in New Jersey. He is a frequent speaker on a variety of nonprofit topics including nonprofit tax, board governance, adequacy of reserves, healthcare reform, cost allocation, fraud, investments, and corporate compliance. Mr. Braunewell has previously spoken at the CLA Annual Nonprofit and Healthcare conference, the Pennsylvania Council on Children, Youth and Family Services (PCCYFS) Annual Conference, the PICPA Annual Non-profit Conference, the Pennsylvania Association of Nonprofit Organizations (PANO), the Catholic Charities USA Annual Gathering, and for Stafford Publishing as part of their national webinar series. He is Past President, Treasurer and Board Member of the Rotary Club of Ambler and the Charitable Foundation of the Rotary Club of Ambler, Inc. Mr. Braunewell is also the chairperson of the Merck FCU scholarship committee, which gives out 4-5 scholarships annually to deserving high school students who are heavily involved in community service. He has also served as a coach for Horsham Hoops, Horsham Soccer Association and Horsham Little League. Mr. Braunewell is a 1987 graduate of Gettysburg College.

TILLMAN COFFEY, ESQ.
Mr. Coffey is a Partner in the Atlanta office of Fisher & Phillips LLP. He joined the legal profession with 15 years of real world experience working in jobs ranging from supervisor in a lead smelter blast furnace to working as a cloth spreader in a garment factory. This experience has been an invaluable tool in understanding employees, workplace issues, and in providing practical advice. Mr. Coffey’s practice focuses on the defense of employment discrimination complaints in court and before the Equal Employment Opportunity Commission and various state commissions. Mr. Coffey also advises clients on the preventive measures they can take to minimize liability. In addition, Mr. Coffey provides training to management and speaks to groups and associations on many labor and employment law topics, including effective hiring, discipline and discharge, disability law, sexual harassment, wage and hour law, and family and medical leave. Mr. Coffey graduated with highest honors from Middle Tennessee State University and with honors from University of Tennessee College of Law.
BINGHAM EDWARDS, ESQ.
Mr. Edwards has provided legal counsel to the Community Action Partnership of North Alabama for more than 40 years. Mr. Edwards is a graduate of the University of the South and the University of Alabama Law School. He served in the Alabama State Senate for one term and is an active board member on several local non-profits.

ELEANOR EVANS, ESQ.
Ms. Evans is Executive Director and General Counsel of Community Action Program Legal Services, Inc. (CAPLAW) and General Counsel to Action for Boston Community Development, Inc. (ABCD), Boston’s Community Action Agency. Before holding these positions, Ms. Evans was CAPLAW’s Deputy Director and Senior Counsel. Ms. Evans advises Community Action Agencies nationwide on a broad range of legal, governance and compliance matters, and writes publications and presents workshops throughout the country on those matters. Prior to joining CAPLAW, she practiced with the Boston law firm of Hill & Barlow, where she represented nonprofit and for-profit organizations in corporate, tax and employee benefits matters. Ms. Evans is co-author of “Being a Player: A Guide to the IRS Lobbying Regulations for Advocacy Charities,” published by the Alliance for Justice. She is a graduate of Smith College and Georgetown University Law Center.

ALICIA GILLESKIE, ESQ.
Ms. Gilleskie is a Partner at Smith Anderson where she focuses her practice on information technology licensing, information privacy and security, e-commerce, outsourcing, and strategic and commercial contracting. As leader of the firm’s Data Use, Privacy and Security practice group, she advises companies on all aspects of information privacy, including policies and procedures, data breach notification and response, investigations, assistance in “big data” planning and commercial transactions that involve personal information. Ms. Gilleskie also has significant experience structuring and negotiating technology collaborations and strategic alliances, licensing, software development, cloud computing and hosting agreements, and outsourcing arrangements. Before joining Smith Anderson, Ms. Gilleskie practiced with a large regional law firm where she concentrated her practice in technology law and information privacy and security. Previously, she served as Corporate Counsel and HIPAA Compliance Officer for Misys Healthcare Systems and Corporate Counsel with Laboratory Corporation of America Holding (Lorp). Ms. Gilleskie received her bachelor’s degree in English and Political Science from University of North Carolina at Chapel Hill and her law degree from Wake Forest University School of Law.

DENISE HARLOW, MSW, CCAP
Ms. Harlow is the Senior Director for the National Training Center at the Community Action Partnership and key staff to the Organizational Standards Center of Excellence. Ms. Harlow has more than 24 years of experience in the nonprofit and governmental sectors. Prior to her tenure at the Partnership, she served as the CEO for the New York State Community Action Association and was the Senior Vice President for Capacity Building at the New York Council of Nonprofits. Ms. Harlow has experience in governance, strategic planning, financial oversight, public policy/advocacy, and organizational development and has served on several nonprofit boards of directors. She has a master’s degree in Social Work from the University at Albany where she was also a Fellow on Women and Public Policy at the Center for Women in Government and Civil Society, and holds a bachelor’s degree in Social Work from Valparaiso University.

VICKI HAWLEY, M.S.
Ms. Hawley, M.S. Child Development/Family Science, is a former preschool teacher who has spent the past fifteen years in professional development design and delivery, and the past ten as professional development coordinator at the University of Minnesota’s Center for Early Education and Development (CEED). A CLASS™ reliable observer and trainer since 2008, Ms. Hawley has been part of the CEED Minnesota CLASS™ support team by working with Head Start leadership, training CLASS™ coaches, and supporting teachers through training on the CLASS™. Her recent work includes facilitating a mentoring initiative between Head Start and Quality Rating Improvement System CLASS™ coaches and developing/presenting training
on the Instructional Support domain of the CLASS™. CEED has supported programs, directors, coaches, and teachers in the CLASS since 2008 when CLASS™ became part of the Minnesota Quality Improvement Rating System pilot and Head Start was beginning to look strongly at CLASS™ as a tool for professional development and eventual federal reviews.

Gale F. Hennessy, CCAP
See biography on page 30.

Joelle Hoeft
Ms. Hoeft has worked as a grants manager with the Office of Economic Opportunity at the State of Minnesota for the past twenty years. She has experience promoting and supporting policies and programs aimed at fighting poverty at all levels - local, state and national. Ms. Hoeft currently oversees the administration of federal and state funding for Community Action as well as initiatives supporting improved financial capability for low-income Minnesotans. She sits on the board of the National Association of State Community Services Programs. She has a Master’s Degree in Public Administration from the University of Minnesota’s Humphrey Institute.

Joel Kaleva, Esq.
Mr. Kaleva is a Partner in the Commercial Department at Crowley Fleck PLLP. His practice focuses on counseling nonprofit organizations about the complicated interplay among the different federal and state agencies that regulate the activities of these organizations. Mr. Kaleva assists clients in the formation of not-for-profit corporations and represents not-for-profit corporations in securing recognition of exemption from federal and state income tax. He advises tax exempt organizations on all aspects of federal tax issues associated with their operations including joint ventures with both nonprofit or for-profit entities, unrelated business income issues, and mergers and acquisitions involving tax exempt organizations. Mr. Kaleva also assists clients in establishing effective employee benefit plans, developing related subsidiary organizations, and creating efficient administrative procedures and governance policies for their boards of directors. Mr. Kaleva teaches continuing legal and professional education courses throughout the United States. These courses assist nonprofit boards of directors, executives, fiscal officers and attorneys in identifying potential problems that affect nonprofit organizations as well as providing them with suggestions for establishing procedures that will prevent future problems. He serves on numerous nonprofit boards and advisory committees and is a member of the ABA’s Taxation Section and Exempt Organizations Committee, and a founding member of the Montana Bar Association’s Nonprofit Law Section. Mr. Kaleva graduated with highest honors from Montana State University and with Honors from the University of Montana School of Law.

Anita Lichtblau, Esq.
Ms. Lichtblau is a partner in the Nonprofit Organizations Law practice of Casner & Edwards, a Boston law firm which provides comprehensive legal advice to tax exempt organizations and businesses and individuals involved in nonprofit matters. Her areas of legal expertise include nonprofit formation and affiliations, governance, fundraising, lobbying and political activity, employment, and government and foundation grants and contracts. Before joining Casner & Edwards, Ms. Lichtblau served for fifteen years as both the General Counsel for Action for Boston Community Development (D), a large nonprofit human services organization and Community Action Agency (CAA) that provides Head Start and other services to low-income people, and Executive Director of CAPLAW. In those positions, she advised, provided training, and wrote numerous articles and publications on many issues. She presented hundreds of in-person workshops and webinars across the national Community Action network. Prior to holding those positions, Ms. Lichtblau was a senior trial attorney with the United States Department of Justice handling white collar criminal cases in federal courts in New England and practiced with the Boston firm Hill & Barlow and the Washington D.C. firm Steptoe & Johnson. Ms. Lichtblau is a graduate of Cornell University and Harvard Law School.
PAUL LOTT
Mr. Lott is an officer of the Board of the Community Action Partnership of North Alabama. Mr. Lott is a retired audit manager from Texaco, having served in stations in many parts of the world. Mr. Lott is also a retired Lt. Colonel with the US Army Reserves. He is an active volunteer in his community and has served in leadership and board roles with several non-profit groups.

JOAN MACIK
Ms. Macik is the Executive Director of Heartland Community Action Agency, Inc. in Willmar, Minnesota. For the past two and a half years, she has worked closely with several other Southwest Minnesota Community Action Agencies on planning and implementing collaborative and merger initiatives. Ms. Macik serves on various boards including the Minnesota Community Action Partnership and the Willmar Area Multi-Market. She is a past board member of the Minnesota Council of Nonprofits. Ms. Macik holds a bachelor’s degree in business administration, with an emphasis in human resources management and development. She has over 20 years experience with Community Action.

ALLISON MA’LUF, ESQ.
Ms. Ma’luf is Deputy Director and Senior Counsel at CAPLAW. She advises Community Action Agencies on a wide range of legal issues, including board responsibilities, Head Start, employment law, and tax-exempt organization law requirements. While at CAPLAW, she has written articles and conducted webinars and workshops on many of these topics. She also has developed numerous resources for the Community Action network. Prior to joining CAPLAW, Ms. Ma’luf practiced law as a corporate associate at Goodwin Procter LLP in Boston, Massachusetts and Troutman Sanders LLP in Atlanta, Georgia where she represented public and private companies and nonprofit organizations in general corporate matters. She also completed a two-year appointment to the Staff Attorney’s Office at the United States Court of Appeals, Eleventh Circuit. Ms. Ma’luf received her undergraduate and law degrees from Wake Forest University.

BARBARA MOONEY, ED.D.
Dr. Mooney is a Research Fellow with The National Association for State Community Services Program’s ROMA Next Generation Center of Excellence. She has been the Project Director of the National ROMA Training Network for 12 years, is currently continuing that role through the Association of Nationally Certified ROMA Trainers, and is co-author of Introduction to ROMA. Dr. Mooney also works with the CSBG Region Three Performance and Innovation Consortium (RPIC) and with Temple University’s National Family Development Board which leads the training effort for Strengths-based Family Workers (SFW). She is an Adjunct Professor at Waynesburg University and has conducted numerous research and evaluation projects for both private and government funded programs and services. Dr. Mooney was the Training Director at the Community Action Association of Pennsylvania for 9 years, after working 18 years in a local CAA in Pennsylvania as the Director of Family Development. Prior to becoming involved in the CAA network, she worked in Pennsylvania with Catholic Charities, a regional Public Library System, and local Adult Education Programs. Prior to that, Dr. Mooney worked in New York City as a caseworker, casework supervisor (Department of Welfare), community organizer (Department of Human Services) and as a substitute high school teacher.

CAROLYN ORR
Ms. Orr is former chair of the Board for the Community Action Partnership of North Alabama and has served in every officer’s role and on all active committees. Ms. Orr is engaged in the faith community and has served on several local non-profit boards. Ms. Orr is also a published author and public speaker.

KATIE O. POPE, ESQ.
Ms. Pope is an Associate at Rosen Harwood, P. A. where she counsels businesses, including nonprofits, and is involved in general civil litigation, administrative law and domestic and family relation matters. Ms. Pope has served on the Board of Directors for Kid One Transport, a non-profit organization focused on providing transportation to low-income children and expectant mothers in need of medical treatment. While on the Board, she served as a member of Kid One’s Executive
Committee and as the Board’s Secretary, as well as Chairman of the Board’s Governance Committee. In recent years she has also served on the Board of Child Abuse Prevention Services of Tuscaloosa, Inc., a non-profit organization working to prevent child abuse and neglect. Currently, Ms. Pope is an active member of the Junior League of Tuscaloosa, and serves as the League’s Fundraising Chairman, and as a member of its Executive Board and Finance Council. Ms. Pope received her bachelor’s degree in marketing from the University of Alabama and her law degree from the University of Alabama School of Law, where she regularly serves as a panelist for special events and as an adjunct faculty member.

RICK PINS, ESQ.
Mr. Pins is a Partner in the labor and employment law practice groups at Stinson, Leonard, Street LLP. He splits his practice equally between the labor and employment disciplines, and both counsels and litigates on behalf of clients. Mr. Pins also has considerable commercial litigation experience. He has appeared before numerous state and federal judges and administrative agencies, including the Department of Labor, the National Labor Relations Board and the Equal Employment Opportunity Commission (EEOC). Mr. Pins counsels clients daily in a variety of employment-related areas, including wage and hour, drug and alcohol testing, Family and Medical Leave Act (FMLA), discrimination, hiring, discipline, separation, privacy, background checking, record keeping and workplace violence. He also counsels clients on compliance with state and federal prevailing wage laws and transportation regulations. He frequently trains supervisors and employees on the basics of employment law, positive employee relations and preventing workplace harassment and discrimination. He has been regularly selected for inclusion in both Super Lawyers® and Top 40 Employment Super Lawyers®. Mr. Pins received his bachelor’s degree in Economics and Political Science from the University of Wisconsin-Madison and his law degree from the University of Minnesota Law School.

BRIANNE ROME, ESQ.
Ms. Rome is a Shareholder in Liskow & Lewis’ tax and employee benefits groups, whose practice focuses on employee benefits and exempt organizations. In her practice with the employee benefits group, Ms. Rome provides consultation and advice with respect to tax-qualified retirement plans, nonqualified deferred compensation plans, health and welfare plans, and fringe benefits. Her experience includes assisting clients with compliance with ERISA and the Internal Revenue Code, reporting and disclosure, government audits, and the use of government-sponsored compliance and correction programs. In the nonprofit area, Ms. Rome provides assistance to a variety of exempt organizations, advising on all aspects of organization, operation, and tax compliance. Ms. Rome received her bachelor’s and law degrees with honors from Louisiana State University and a master’s degree in tax from New York University.

ANDRIA LURE RYAN, ESQ.
Ms. Ryan is a Partner in the Atlanta office of Fisher & Phillips LLP. She represents employers in virtually every area of employment and labor law. She spends much of her time counseling employers in day-to-day employment and labor decisions and educating employers about prevention and practical solutions to workplace problems. Ms. Ryan is a frequent speaker to industry groups and human resources professionals on such topics as avoiding harassment in the workplace, maintaining a union free workplace, avoiding discrimination claims, proper interviewing, and effective discipline and discharge techniques. Ms. Ryan graduated from the American University and the Catholic University of America, Columbus School of Law.

MICHAEL SHEPSIS, ESQ.
Mr. Shepsis is a Staff Attorney at CAPLAW, where he conducts research and advises Community Action Agencies on a wide range of legal matters, including tax-exempt organization law requirements, nonprofit corporate governance, and employment law. Prior to joining CAPLAW, he practiced law at a foreclosure defense firm that represented indigent clients facing foreclosure. Mr. Shepsis also completed several years at a large regional CPA firm, where he audited the financial statements of private companies and nonprofit organizations and prepared federal and state tax returns. Mr. Shepsis is a graduate of Boston University and Northeastern University School of Law.
KAY SOHL
Ms. Sohl has provided training and consultation for CFOs, executive directors, and Boards of Directors of over 5,000 not-for-profit organizations throughout the United States. She has worked closely with CAPLAW and the Community Action Partnership to create a series of toolkits for Community Action Agencies including resources addressing cost allocation, budgeting, accounting, financial reporting, and internal controls, and to develop innovative financial leadership training strategies. Ms. Sohl currently focuses her work on strategies to increase the financial sustainability of Community Action Agencies and to address increasing pressures on internal control and compliance issues. She is a frequent presenter for the American Institute of Certified Public Accountants (AICPA) national not-for-profit conferences, state CPA societies, and state networks of Community Action Agencies and affordable housing organizations.

ALLISON SPEEGLE
Ms. Speegle serves the Community Action Partnership of North Alabama as Executive Assistant to the CEO. Ms. Speegle is recording secretary to the Board and acts as the key liaison to the Board for the agency.

PATRICIA STEIGER, CCAP EMERITUS
See biography on page 31.

MELISSA STRUCK, CPA
Ms. Struck has spent the majority of her 14 years in the accounting field performing, managing and supervising audits of tax exempt organizations. She has extensive experience handling the distinctive issues facing these organizations in today’s challenging environment and is the leader of CliftonLarsonAllen’s Chicagoland Nonprofit Services Group. Ms. Struck has worked extensively with a wide range of nonprofit organizations, including associations, social service agencies and foundations. She is well-versed in all aspects of the challenges faced by organizations in the completion of financial statement audits, Single Audits and agreed-upon-procedures. Ms. Struck is a member of the Illinois CPA Society’s Not-for-Profit Committee and has presented at several of their Not-for-Profit conferences. In addition, Ms. Struck is a regular presenter for national CliftonLarsonAllen nonprofit educational seminars and webcasts. Her topics have included cost allocation and alternative investment strategies as well as changes in accounting standards and how they affect nonprofit organizations. Ms. Struck received her bachelor of business administration degree in accounting from the University of St. Francis.

R. BRIAN TIPTON, ESQ.
Mr. Tipton is Managing Director at The Private Client Law Group, in Atlanta, Georgia. Previously, he was a Shareholder in the Montgomery, Alabama, law firm of Sasser, Sefton, Brown, Tipton & Davis, P.C. Prior to entering private practice, he completed a judicial clerkship with Senior United States District Judge James H. Hancock, of the Northern District of Alabama. His practice is concentrated in the representation of nonprofits and other tax-exempt organizations. He regularly represents Community Action Agencies and Head Start Programs in the areas of regulatory compliance, audits, funding source disputes, administrative appeals, and litigation. In addition, Mr. Tipton consults with organizations on governance, human resources, programmatic, and corporate matters, and develops and presents training programs for nonprofits. He is a summa cum laude graduate of both the Louisiana State University and the Cumberland School of Law of Samford University.

DENES TOBIE, CPA
Ms. Tobie is a Partner in Wipfli LLP’s nonprofit and government practice (NGP). She oversees audit engagements and consulting opportunities and works with clients to maintain compliance with laws and regulations. In addition, she also oversees the NGP’s training practice. As a leader of this practice, Ms. Tobie trains nonprofits and government agencies in regulations, best practices, and governance.
FACULTY BIOGRAPHIES

MICHAEL TUBBS
Mr. Tubbs is Chief Executive Officer of the Community Action Partnership of North Alabama (The Partnership). Mr. Tubbs has been in this role for nine years, having retired from Alabama Power Company after a 30 year career. He has led the agency through a major board re-structuring, the revision of each foundational document of the agency, the teaching and embedding of a servant-leader concept, a vision/mission exercise and its first strategic plan. The agency has seen significant growth of its geographic footprint and in the impact of its programs. The Partnership employs over 500 full time employees and has business operations in 24 of Alabama’s counties from its base in the Tennessee Valley.

YASMINA VINKI
Ms. Vinci is the Executive Director of the National Head Start Association (NHSA). She came to NHSA after several years as founder of EDGE Consulting Partners where she pursued a variety of projects in early education. Ms. Vinci founded EDGE after receiving her master in public administration from Harvard’s Kennedy School of Government. Her experience is grounded in service as executive director of an early care and education program serving low-income families. In State government, she supervised Head Start research, administered the Dependent Care Grant, and planned for New Jersey’s implementation of the Child Care and Development Block Grant. Ms. Vinci also brings to her NHSA role over ten years of executive director experience at NACCRRA, another national early childhood organization. She currently serves on the Governing Board of the Council for Professional Recognition, numerous advisory boards and is a member of the International Organizing Committee for the World Forum on Early Care and Education.

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