**NORTHEAST INSTITUTE FOR QUALITY COMMUNITY ACTION**

**CAA BOARD MEMBER TURNOVER REVIEW**

**Preface.**

**An analysis of the frequency of CAA Board member turnover was undertaken to help assess the volume of board turnover, identify tripartite sector turnover experience and suggest policies/practices which could strengthen the stability, compliance and effectiveness of CAA governance. The following is an analysis of two years (2018-2020) of CSG data for 21 local CAAs in the Northeast Region of the U.S.**

**Summary of Findings:**

1. **During the 2 year period 21 CAAs experienced 125 board vacancies which is estimated to total 30% of the 414 CAA Board seats available.**
2. **CAA Board vacancies by Sector are as follows: Public: 42 (34%); Low Income: 47 (38%) and Private: 36 (28%).**
3. **Of the 125 vacancies 57 (45%) existed for 100+ days and 47 (38%) existed for 180+days.**
4. **Of the 57 100+day vacancies 19 (33%) were Public Sector seats, 24 (42%) were Low Income Sector seats and 14 (25%) were Private Sector seats.**
5. **Of the 47 180+day vacancies 17 (36%) were Public; 17 were Low Income (36%) and (28%) were Private.**
6. **On average it appears that this network of local CAAs experienced on average 3-4 Board vacancies during the 24 month period studied and that at least 1 of these vacancies required more than 6 months to fill.**

**Observations**

**The data does raise some concern about the frequency of CAA board member churning over a 24 month period. CAAs are large and complex organizations which operate in a highly regulated fiscal environment with limited resources to address compelling and challenging community needs. CAA governance requires both organizational and community knowledge and experience. Recruiting and supporting informed, stable, tripartite compliant board involvement in strategic planning and oversight is critical to maintaining organizational excellence in management and service.**

**Suggestions for Managing Unanticipated CAA Board Turnover.**

1. **Eliminate unnecessary board recruitment restrictions from the agency’s Bylaws (e.g., geographic, private organizational affiliation, etc.).**
2. **Consider requesting public officials and community-based organizations to identify an alternate individual to serve on the CAA Board if the primary designee is unable to continue his/her service.**
3. **Create a proactive board member recruitment plan which is monitored and updated by both board and management leadership.**
4. **Use agency Committees to offer diverse community leaders an introductory, hands on, exposure to agency mission, goals and operations.**
5. **Screen potential candidates to assess interest, availability and commitment. Schedule orientation within 30 days of election and provide 12 month customized support program for new members.**
6. **Customize technology support for directors and committee members.**
7. **Assign responsibility for proactive personal follow-up with members missing consecutive meetings.**
8. **Acknowledge/Thank public officials and community-based organizations that nominate Sector Directors in a timely manner.**
9. **Annually conduct a board member Governance performance assessment and promptly address opportunities for reforms.**
10. **Conduct annual assessments of CAA Governance and implement timely reforms in policy and/or practice as needs are identified.**
11. **Adopt reasonable board member term limits to create more predictable service cycles which balance the board’s need to involve both veteran and new volunteer leadership in governance deliberations.**