

Outdoor Equity Alliance

# Strategic Plan

2021-2023

Adopted April 2021



MERCER COUNTY NATURE FOR ALL  
**outdoor**  
**equity**  
**alliance**

---

# Acknowledgements

## **STAKEHOLDERS**

The Outdoor Equity Alliance is grateful to the input provided by the many stakeholders that informed strategic discussions and ultimately this strategic plan.

## **FUNDING**

This strategic plan was made possible by funding secured by the Friends of Hopewell Valley Open Space.

## **CONSULTATION**

The strategic planning process was led by Catalyst Consulting Group and this plan is the culmination of surveys, interviews, and a daylong retreat.

Prepared by:





# Table of Contents

Background.....	04
Compass.....	05
Membership.....	06
Strategic Priorities.....	07
Timeline.....	10
Risk Analysis.....	13
Appendix A: SWOT Analysis.....	14
Appendix B: Theory of Change.....	15
Appendix C: Sample Paid Membership Structure.....	16
Appendix D: Sample Board Officer and Committee Descriptions....	17

---

# Background

In bringing together various sectors across the county, the OEA benefits from the shared knowledge resources of its partners in implementing its work.

---

The Outdoor Equity Alliance (OEA) is a member organization that is composed of the Mercer County Park Commission, land trusts, service organizations, and school officials throughout Mercer County. The OEA was formed in 2019 by Lisa Wolff, Executive Director of Friends of Hopewell Valley Open Space, and Aaron Watson, Executive Director Of Mercer County Park Commission, and has been meeting and growing its membership since then.

In preparation for this strategic plan the OEA developed a strategic planning committee that met for a daylong retreat to discuss the needs of the organization and its goals moving forward over the next three-year period. In preparation for that retreat, surveys and interviews were conducted to gain insights about what stakeholders wanted to see the OEA do to remove systemic barriers for people of color to enjoy nature and the outdoors and how passion for the outdoors can impact systemic challenges for people of color. Surveys and interviews also

---

focused on the development of career paths in the environmental natural resource protection sector.

This strategic plan calls for investments into the infrastructure of the organization. In contrast to many member organizations the OEA already has a strong and active membership, recruitment has not been an issue. The need now is to further formalize the structure and lay the groundwork for future organizational independence.

It is important to note that this strategic plan will not only be measured by meeting individual goals but also by the broader achievements that each individual goal produces towards long-term organizational growth and sustainability.

Funding for strategic planning and OEA operations has been paid for through grants and resources of the Friends of Hopewell Valley Open Space.

# Compass

In considering the objective and desired impact points of the OEA, it was important to revisit and review the language of the organization's mission, vision, values, and tagline. Below are the updated statements reflective of the OEA's commitment to racial equity and equitable access to nature and the outdoors.

## Mission

To create and implement attractive, accessible, and equitable educational and academic experiences and career opportunities for people of all ages, races and ethnicities, income levels and abilities, with a focus on people of color, to enjoy nature and become stewards of the outdoors.

## Vision

OEA and its partners will provide a wide array of activities in all seasons for families and people of all ages, races and ethnicities, income levels and abilities. The Alliance will pay special attention to removing systemic barriers to participation for people of color and leveraging the outdoors to make an impact on systemic issues (such as access as well as education, underemployment/unemployment, cultural identity, and racial and spatial justice policies) meanwhile actively building a scalable and replicable model for other communities to achieve the same success. The activities will not only encourage knowledge of, and appreciation for, the natural world but also will build a sense of stewardship and identity with the environment and an understanding of the importance of preserved open space. The Alliance will incorporate the promotion of physical, social, emotional, and spiritual health in all programs and activities, encouraging people to enjoy nature for personal and social benefit throughout their lifetime. The Alliance's work will stimulate interest in the skills needed to enter careers in fields related to protecting the natural environment. In fulfilling the mission, there will be a greater return on the public's investment in preserved open space, parks, trails, and nature for all by increasing the number of and diversity of beneficiaries and the number of supporters and advocates.

## Values

- Equity
- Inclusivity
- Environmental Career Opportunities
- Environmental Justice
- Diversity
- Sustainability
- Stewardship
- Education and Academics

## Tagline

Nature for All.

---

# Membership

The OEA was born out of a desire to build a collective space for partnership. An Alliance where the member organizations would find and benefit from supportive resources to initiate programs and education at their respective organizations. This form of capacity building would make the sector stronger and would increase touch points and opportunities for engagement with targeted communities.

As the OEA continues to evolve and grow over the course of this strategic plan, it is critical that the support of members remain at the forefront. Stronger members will lead a stronger movement in removing systemic barriers to participation for people of color in the environmental sector and enjoying nature throughout their lifetime. As a part of this work the OEA should design and implement a system for receiving feedback from members about their needs in regard to training, resources, education, and more.

Over time the membership of the OEA will expand and evolve to include new members committed to this work. The ongoing support of the membership and investments made into internal and external capacity will increase the number of supporters and advocates over time. Without intentional investment into the membership, the organization will not be able to achieve the strategic priorities laid out within this plan.

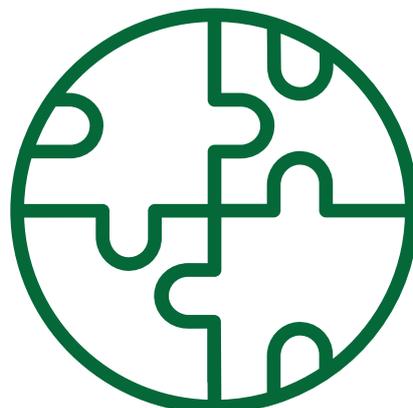
# Strategic Priorities

There are three strategic priorities that the OEA will focus on over the next three years: organizational infrastructure, development, and direct implementation.

## Organizational Infrastructure

A key and central part of any membership organization is relationship building. Upon successful creation of a relationship, the critical next step is to set boundaries and expectations to steward and guide the relationship.

1. Legal Structure: Develop and execute a fiscal sponsorship agreement with the Friends of Hopewell Valley Open Space.
2. Develop a timeline and the metrics needed for organizational independence.
3. Governance: Develop and activate board and committee structure.
4. Define OEA Membership eligibility, benefits, roles and responsibilities.
5. Define OEA Membership services, to include resource sharing, training, convening, etc.
6. Build a scalable and replicable model, which includes customizable content, that can be implemented in other communities, statewide and nationwide.



# Strategic Priorities

## Development

Like any other organization, the OEA will need funds to do its work. Active and collective fundraising efforts will be needed to launch the OEA to the next phase of growth on the organizational life cycle.

1. Grants:
  - a. Build capacity and organizational bandwidth.
  - b. Grow annual operating budget to include full-time staff.
2. Fee for Service: Explore paid membership structure and other fee for service opportunities as a revenue source.
3. Explore paid membership structure as a revenue source.
4. Marketing and Communications: Raise awareness of the organization's mission and work.
  - a. Elevate the organization's visibility in the county and state.
  - b. Expand presence through the website, social media, and other content.



# Strategic Priorities

## Direct Implementation

Let's get to work. The other two strategic priority areas (organizational infrastructure and development) strengthen the organization's capacity for direct implementation.

1. Education: Building curriculum and educational tools to raise awareness of nature and the outdoors. All offerings should be implementable both directly and by others.
  - a. Complete the Conservationists of Color Playbook and implement directly.
  - b. Curriculum that can be taught as part of school standards and learning.
  - c. Materials that can be used for co-curriculars and standalone programming.
2. Capacity Building: Provide technical assistance to member organizations including resource sharing, convening, and/or referral networks.
3. Career Exploration: Create opportunities for exposure into the sector.
  - a. Internship programs – develop a cadre of offerings based on a conservation and stewardship core
  - b. Promote and support apprenticeships, shadowing, and mentorships within member organizations.
  - c. Job placement – including job boards, referrals, and networking
4. Develop and build capacity for language access and cultural competency to include outreach and engagement with Latino/Hispanic communities.
5. Provide activities for recreation and exploration to expand awareness of the outdoors, its importance, health and recreation benefits.



# Timeline

Developing a timeline is useful both for implementation as well as for accountability. This timeline provides a path towards organizational sustainability and excellence.

## 2021

### 1. Organizational Infrastructure

- a. Develop and execute a fiscal sponsorship agreement with the Friends of Hopewell Valley Open Space.
- b. Assess current staffing, job description and reporting structure.
- c. Explore the benefits of 501c3 status both within and outside the context of fiscal sponsorship.
- d. Implement governance structure.
  - i. Develop a board structure that will facilitate the achievement of organizational goals.
  - ii. Create and populate committees.

### 2. Development

- a. Secure 1 or more new funding streams for programs and operations with a goal of raising \$50,000.
- b. Increase social media following on Facebook to 300 (currently 80) and explore expanding to other media including Instagram, Twitter and Constant Contact.
- c. Continued development of the OEA website.
- d. Host an event that draws people across the county from different sectors to learn more about the work of the OEA.
- e. Explore with membership a paid membership structure as an income generator.

### 3. Direct Implementation

- a. Run a summer internship program.
- b. Develop at least 2 programs for direct engagement with target population.
- c. Begin to develop partnerships with school districts to support their implementation of state education standards and Climate Change Mandates.
- d. Refine target audiences including age initial group target.
- e. Capture metrics for number of people served by programs.
- f. Evaluate programs by developing key performance indicators to track effectiveness and successes of programs.

# Timeline Continued

## 2022

### 1. Organizational Infrastructure

1. Conduct 1 board training for leadership development.
  1. Building a bench for future succession.
  2. Include environmental DEIJ issues.
2. Consider member types to potentially include:
  1. Individual
  2. Student
  3. Corporations
  4. Small businesses
  5. Health care industry
3. Identify 2-3 young people of color to join the board from the existing member organizations or by recruiting new members.
4. Hire 1 full-time dedicated staff member for the OEA, preferably an Executive Director.
5. Examine organizational independence; Develop a timeline, criteria and metrics for successful independence transition in the future.

### 2. Development

1. Secure 2 or more new funding streams for programs and operations with a goal of raising \$100,000.
2. Increase social media following on Facebook to 800 by engaging influencers to extol the virtues of the work.
3. Expand to Instagram, Twitter and Constant Contact.
4. Public service announcements on media outlets that include environmental justice, climate change/justice, quality of life.
5. Identify and secure 1 event corporate sponsorship/funder.
6. Host a virtual educational convening with a panel of experts speaking about the work from different sectors.

### 3. Direct Implementation

1. Increase the number of people served by the summer internship program.
2. Develop a formal shadowing program for HS youth and college students.
3. Finalize and publish curriculum/playbook.
4. Develop at least 5 programs for direct engagement with target population.
5. Develop and support curriculum implementation with schools i.e., stewardship and conservation, air and water quality, and wildlife management.
6. Increase the number of people served by programs by 50%.
7. Evaluate programs and revisit progress towards meeting key performance indicators. Adjust KPIs as needed. Add new KPIs as needed.

# Timeline Continued

## 2023

1. Organizational Infrastructure
  - a. Prepare for board term renewal and election of new officers.
  - b. Conduct 2 board trainings for leadership development.
  - c. Examine board makeup to ensure diverse representation of race, age, and gender. Recruit as needed.
  - d. Evaluate progress towards organizational independence against timeline and metrics previously developed.
  - e. Evaluate the OEA model.
  - f. Begin model replication exploration.
    - i. Explore if any copyrights or patents are needed.
    - ii. Define model structure:
      1. Licenses
      2. Subsidiaries
      3. Membership
    - iii. Identify if there will be a fee for service generated from the model replication.
      1. If so, how much?
      2. Articulate the value add for the fee beyond name recognition.
2. Development
  - a. Secure 5 or more new funding streams for programs and operations with a goal of raising \$250,000.
  - b. Increase social media following on Facebook to 1,500.
  - c. Expand following on other social media and expand to other media outlets as they emerge.
  - d. Identify and secure 3 event corporate sponsorships/funders.
  - e. Produce a new annual conference drawing environmental stewards and experts from across the state.
    - i. Develop, promote, and secure sponsorship tiers.
    - ii. Ticket sales for general attendance.
3. Direct Implementation
  - a. Grow number of people served by the summer internship program and identify 2-3 new sites for internship placement.
  - b. Develop a meaningful pipeline with substantial relationships for job placement support.
    - i. Recent college graduates
    - ii. Former interns
    - iii. Reentry population
    - iv. Second career professionals
  - c. Develop at least 10 programs for direct engagement with target population.
  - d. Have an ongoing relationship with school districts for in-school based programming and enrichment to advance curriculum implementation efforts.
  - e. Increase the number of people served by programs by 25%.
  - f. Evaluation of programs and revisit progress towards meeting key performance indicators. Adjust KPIs as needed. Add new KPIs as needed.

# Risk Analysis

It was clear after the stakeholder interviews that there is a desire for this work to take root in Mercer County. What was made even clearer was that Mercer County is not alone in the issues it faces when it comes to overcoming the systemic barriers to increasing the number of BIPOC communities who are nature stewards. There is an opportunity, if intentionally built, that the OEA can be replicated in other communities across New Jersey and nationally.

The risk in that knowledge is that the OEA may attempt to scale too quickly and not have a solid foundation for the founding organization/chapter. It's important that the OEA do the work required to solidify itself prior to packaging the model for implementation by other communities. That being said, the OEA should always keep replicability in mind to facilitate replication in the future. It's advised that the implementation for replication of the model be further explored in the organization's next strategic plan.

This strategic plan is just that, a plan. It is important that the OEA annually reassess the goals outlined in this strategic plan for feasibility and the current reality (COVID-19). Also, some of the goals outlined in this plan are contingent on the completion of others. It is important that modifications to this plan are not seen as failures, rather as adjustments to meet the resources and capacity that exist at any given time.

Additional risk factors to keep in mind during the implementation of this plan:

**Fundraising and development** will require concerted effort to scale the capacity and bandwidth of the organization. Recognize that many OEA members must fundraise for their own organizations and this might interfere with raising funds for OEA.

**Organizational succession planning** is critical as member organizations will likely see their own turnover that could impact the board and its leadership directly.

**Mission creep** happens often within nonprofits. Ensure a long-term and persistent focus on the work to align with the mission, vision, and values of the OEA.

# Appendix A: SWOT Analysis

## S

### Strengths

- Existing network, collaborations, and relationships.
- Knowledge and experience of the membership.
- Active and ongoing identification of community partners.
- Passionate core group.
- Global focus on race, equity, and environmental justice.
- The pandemic driving people outdoors for respite creating a new awareness.
- Many ideas for programming.

## W

### Weaknesses

- Funding and resources available at this point.
- Early in organizational development.
- No formal legal structure and lack of decision making protocols.
- Lack of full-time staff.
- Lack of exposure.
- Perception by some Trenton-based organizations as "an outside group".
- Sector weakness in messaging and marketing. Make the terminology of the sector accessible and attractive to POC.

## O

### Opportunities

- Racial and social justice are demanding state and national attention right now.
- Equity and diversity are hot topics.
- Significant interest from organizations seeking to improve their equity/diversity efforts.
- Early in, an opportunity to shape the landscape.
- New recognition of value of open space / clean environment. Willingness of so many wanting to play a part. Better commitment to this work overall.
- STEM focus
- Funding
- Awareness

## T

### Threats

- COVID limitations on engaging people in person.
- Perception by potential partners that OEA is a competitor.
- Long-term commitment of the membership.
- May not be inclusive enough.
- DEI may be a passing fad for public, organizational and funders' attention.
- Limited resources to develop our ideas and programs.

# Appendix B: Theory of Change

## Target Population

- Residents of color
- Organizations in the outdoor space
- Direct services organizations (non-nature focused) serving people of color
- Schools

## External Content

- Attracting and maintaining the interest of funders
- Access to school boards
- Access to next generation (younger people)
- Park commission relationship
- Access to and relationship with internship and program providers

## Activities

- Curriculum
- Job Board
- Events
- Programming
- Internships
- Marketing
- Engagement for All

## Input

- Identify paths to access the "community"
- Develop our message and messaging
- Develop offerings and programming
- Establish communication with other organizations working in this space
- Define the internal organizational structure

## Output

- Increasing the numbers of participants in the internship program
- Higher level of visitors to outdoor spaces
- Increase numbers of stewards of color

## Impact

- Creating experiences and learning activities for people of color to engage with nature
- Cultivation of the next generation of stewards, with a focus on those of color

## Stakeholders

- Residents of color
- HBCUs and other higher education institutions
- Partner organizations (Boys & Girls Club, YMCA, etc.)
- Job providers
- Government agencies (local, county, and state)
- Black greek life organizations
- Faith based institutions
- Other relevant nonprofits
- For profit businesses (financial, tech, etc.)

## Assumptions

- People of color are healthier both physically and mentally
- People of color have greater environmental career opportunities
- Systemic barriers are removed - racism is reduced

# Appendix C: Sample Paid Membership Structure

## Membership Form



Organization \_\_\_\_\_  
 Organization Head \_\_\_\_\_ Title \_\_\_\_\_  
 Contact Person \_\_\_\_\_ Title \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ County \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Phone (\_\_\_\_\_) \_\_\_\_\_ Ext \_\_\_\_\_ Fax (\_\_\_\_\_) \_\_\_\_\_  
 Primary Email \_\_\_\_\_ Website \_\_\_\_\_  
 Mission Statement (use attachment if necessary) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Primary Service Area Category Code (from back of this form) \_\_\_\_\_ Secondary Area Code \_\_\_\_\_

The population you serve can be described as (needs, ages, etc.) \_\_\_\_\_  
 \_\_\_\_\_

What geographic area is served? (town, county, or region) \_\_\_\_\_

Is the organization incorporated as a New Jersey non-profit?  Yes  No  Pending

Is the organization tax exempt as a 501(c)(3)?  Yes  No  Pending

Federal Employer Identification Number (EIN) \_\_\_\_\_ Year Founded \_\_\_\_\_

Operating budget for most recent fiscal year \$ \_\_\_\_\_

# Full-Time Employees \_\_\_\_\_ # Part-Time Employees \_\_\_\_\_ # Board Members \_\_\_\_\_ # Volunteers \_\_\_\_\_

### COMMUNICATIONS PREFERENCES

**Email Newsletters:** In addition to membership information, the email address provided will receive timely information about news, workshops, events, advocacy issues, and other items of interest to non-profits.

*Email addresses are not shared with third parties.*

Add those listed below to this email list.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Please do not include me on this email list.

**Postal Mailings from Third Parties:** Occasionally, the Center will approve carefully screened offers for goods, services, grant opportunities, or events of interest to be sent from third-parties. If you do not wish to receive these offers, please check the following box.  Opt Out

**Send to Center for Non-Profits**  
 36535 Quakerbridge Road, Suite 35, Mercerville, NJ 08619  
 tel: 732.227.0800 • fax: 732.227.0087  
 center@njnonprofits.org • [www.njnonprofits.org](http://www.njnonprofits.org)

THE FINE PRINT: Membership is open to any New Jersey-based 501(c)(3) organization or those eligible for such status. Other organizations, firms or individuals are welcome to become Associate Members. Membership with the Center for Non-Profits does not imply endorsement by the Center. Dues rates are subject to change.

Center for Non-Profits is a New Jersey non-profit corporation.

### ANNUAL MEMBERSHIP DUES

Non-Profit 501(c)(3) Membership	
Organizational Budget	
\$ 0 - 49,999	\$ 99
\$ 50K - 199,999	\$ 210
\$ 200K - 499,999	\$ 315
\$ 500K - 999,999	\$ 500
\$ 1 - 2.49 Million	\$ 685
\$ 2.5 - 4.9 Million	\$ 815
\$ 5 - 9.9 Million	\$ 970
\$ 10 - 20 Million	\$ 1,155
Over \$20 Million	\$ 1,365

Associate Membership - Not 501(c)(3) Organizations	
Individual/Consultant	\$ 225
Business	\$ 450

### PAYMENT

**Total** (Payable to: **Center for Non-Profits**) \$ \_\_\_\_\_

Check # \_\_\_\_\_  AMEX  Visa  MC  Discover

CC # \_\_\_\_\_

Exp. Date \_\_\_\_\_ / \_\_\_\_\_ Billing zip code \_\_\_\_\_

# Appendix D: Sample Board Officer and Committee Descriptions

## Board Officer Descriptions

### CHAIR

General: Ensures the effective action of the board in governing and supporting the organization and oversees board affairs. Acts as the representative of the board as a whole, rather than as an individual supervisor to staff.

- Community: Speaks to the media and the community on behalf of the organization (as does the executive director); represents the agency in the community.
- Meetings: Develops agendas for meetings in concert with the executive director. Presides at board meetings.
- Committees: Recommends to the board which committees are to be established. Seeks volunteers for committees and coordinates individual board member assignments. Makes sure each committee has a chairperson and stays in touch with chairpersons to be sure that their work is carried out; identifies committee recommendations that should be presented to the full board. Determines whether executive committee meetings are necessary and convenes the committee accordingly.
- Executive Director: Establishes search and selection committee (usually acts as chair) for hiring an executive director. Convenes board discussions on evaluating the executive director and negotiating compensation and benefits package; conveys information to the executive director.
- Board Affairs: Ensures that board matters are handled properly, including preparation of pre-meeting materials, committee functioning, and recruitment and orientation of new board members.

### VICE CHAIR

- General: Acts as the president/chair in his or her absence; assists the president/chair on the above or other specified duties.
- Special Responsibilities: Frequently assigned to a special area of responsibility, such as membership, media, annual dinner, facility, or personnel.

### TREASURER

- General: Manages the board's review of, and action related to, the board's financial responsibilities. May work directly with the bookkeeper or other staff in developing and implementing financial procedures and systems.
- Reports: Ensures that appropriate financial reports are made available to the board. Regularly reports to board on key financial events, trends, concerns, and assessment of fiscal health.

- Finance Committee: Chairs the Finance Committee and prepares agendas for meetings, including a year-long calendar of issues. Ensures development and board review of financial policies and procedures.
- Auditor: Recommends to the board whether the organization should have an audit. If so, selects and meets annually with the auditor in conjunction with the Finance and/or Audit Committees.
- Cash Management and Investments: Ensures, through the Finance Committee, sound management and maximization of cash and investments.

#### SECRETARY

- General: Provides administrative and clerical support to the Board, through the timely and accurate collection and sharing of information directly related to its activities.
- Meetings: Takes minutes during the board meetings. Shortly after each meeting, the minutes are distributed to the Executive Director.
- Responsibilities: Signs official documents of the organization as required. Utilizes the corporate seal when necessary.
- Reports: Submits all necessary legal and compliance filings.

## Executive Committee

Purpose of the Committee:

The Executive Committee meets monthly to discuss and make recommendations about the organization's finances, approve resolutions, discuss immediate issues, make decisions about finances and programmatic strategies. In general, the executive committee is empowered to act on behalf of the board between meetings.

- Reports to: Board of Directors
- Staff to the Committee: Executive Director
- Committee membership and operations: Board Officers
- Frequency of meetings: Meets in the months when there are no Board Meetings

Scope of Work for the Executive Committee

- Certain repetitive and standard financial and legal matters that do not require full board meetings and could easily be attended to by the executive committee.
- Act as the communication link to the executive director and, if necessary, performs the executive director's performance evaluation.

## Development Committee

### Purpose of the Committee

As a committee of the Board of Directors, helps the Board carry out its due diligence function related to assuring fiscal health through philanthropy and fund development. Partners with staff to institutionalize the philanthropic process within the Board and its individual members, assuring a donor-centered organization.

- Reports to: Board of Directors and takes direction from the organization's strategic plan.
- Staff to the Committee: Executive Director
- Committee membership and operations: Members are from the Board. All committee work is done in partnership with and through the leadership and enabling of assigned staff. The Executive Director makes all staff assignments. The committee does not usurp the authority of the Board, and neither directs nor oversees staff.
- Frequency of meetings: As necessary, estimated at six times per year.

### Scope of Work for the Development Committee

- Partner with the Executive Director to identify, write and review grants.
- Devise and recommend philanthropy and fund development policies and recommend to the Board for action, including any limitation policies.
- Help nurture a culture of philanthropy throughout the organization and assure that all donors of time and money are respected and honored.
- Assure that the Board and individual Board members are adequately educated about the basic principles and best practices in development, including the design of a donor-centered organization.
- Through the development planning process: help establish the charitable contributions goals for the annual budget; devise the annual fund development plan for action by the Board; and recommend results and benchmarks for action by the Board.
- Review results and evaluate return on investment (ROI) compared to the plan. Identify trends and implications and engage the Board in strategic dialogue and decision-making regarding philanthropy and fund development.
- Help the Board articulate the case for philanthropic support directed at specific audiences. In addition, the development committee will help identify new donors, forms of income and grants.
- Establish task forces to carry out specific fund development activities. Monitor task force performance.
- Provide personal follow-up to individual Board members to monitor their participation.

## Finance Committee

### Purpose of the Committee

The finance committee is responsible for assisting the board in ensuring the organization is financially viable and meeting its fiduciary and compliance responsibilities. The work of the committee revolves around six major areas.

- Reports to: Treasurer
- Staff to the Committee: Executive Director
- Committee membership and operations: Members are from the Board. All committee work is done in partnership with and through the leadership and enabling of assigned staff. The Executive Director makes all staff assignments. The committee does not usurp the authority of the Board, and neither directs nor oversees staff.
- Frequency of meetings: Once a month to comment on report revisions. If necessary, a meeting can be set up for a teleconference, in-person or any other means available to the committee.

### Scope of Work for the Finance Committee

- Ensure that accurate and complete financial records are maintained. Monitor income and expenditures against projections.
- Review and recommend financial policies to the board, including ensuring adequate internal controls and maintaining financial records in accordance with standard accounting practices.
- Ensure that accurate, timely, and meaningful financial statements are prepared and presented to the board. Present quarterly financial statements to the board.
- Propose for board approval a budget that reflects the organization's goals and board policies.
- Ensure that the budget accurately reflects the needs, expenses, and revenue of the organization.
- Review proposed new funding for ongoing financial implications, recommending approval or disapproval to the board.
- Ensure that the organization has the proper risk-management provisions in place.
- Ensure that the board as a whole is well informed about the organization's finances and educate the board about financial matters.
- Ensure compliance with federal, state, and other requirements related to the organization's finances including maintaining adequate insurance coverage and forms, such as the IRS Form 990, and employment and other taxes required by the government are filed completely, correctly, and on time. To be coordinated with the fiscal sponsor while under active fiscal sponsorship.

## Governance Committee

### Purpose of the Committee

The governance committee shall be responsible for the identification of future members and leaders who are elected to serve on the Board of Directors. The committee is tasked with the identification of well-qualified candidates from a carefully planned process designed to obtain influential, knowledgeable, and representative leadership from the organization. The Governance Committee is responsible for the development of a governance structure, committees, bylaws, and evaluation of the governance structure.

- Reports to: Board of Directors
- Staff to the Committee: Executive Director
- Committee membership and operations: Members are from the Board. All committee work is done in partnership with and through the leadership and enabling of assigned staff. The Executive Director makes all staff assignments. The committee does not usurp the authority of the Board, and neither directs nor oversees staff.
- Frequency of meetings: As needed

### Scope of Work for the Nominating Committee

- Ensure that there are no more than three (3) open vacancies on the board.
- Vacancies should be filled diligently and in a timely manner.
- Provide careful consideration to the needs of the organization.
- Identify, recruit, and nominate persons from diverse backgrounds to serve as members and officers of the board.
- Consider candidate attributes, such as professional experience, leadership experience, and diversity (cultural, practice, and geographic), to maximize the Board's effectiveness in serving the needs of all members.
- Develop bylaws, board evaluation, and related documents.

## Communications and Outreach Committee

### Purpose of the Committee

The communications and outreach committee shall be responsible for developing, updating and monitoring the organization's communications policies, social media accounts, and other online and print content. The committee is also responsible for identifying new ways for the organization to communicate with its members and other interested parties through all communication mediums available to the organization.

- Reports to: Board of Directors
- Staff to the Committee: Executive Director
- Committee membership and operations: Members are from the Board. All committee work is done in partnership with and through the leadership and enabling of assigned staff. The Executive Director makes all staff assignments. The committee does not usurp the authority of the Board, and neither directs nor oversees staff.
- Frequency of meetings: As needed

### Scope of Work for the Communications and Outreach Committee

- Develop and implement a comprehensive marketing and communications strategy, to include outreach.
- To contribute articles and ideas to newsletters (print and/or digital).
- To support discussions on social media platforms and ensure there are posts relevant to industry news and articles for the organization's online community.
- To evaluate the media and outreach options for communicating the organization's mission and activities to and for its members.
- Increase the awareness of the organization's brand.
- Recommend an annual marketing budget
- Work with staff on short and long-term marketing needs.
- Set priorities for marketing efforts.
- Assist with the continued development of the website, ensuring relevant and current content.
- Determine and engage audience through various media channels.
- Identify collaborative opportunities with businesses and organizations on new and existing events.

---

## Program Committee

### Purpose of the Committee

The program committee shall be responsible for ensuring quality programming for those served by the organization. The committee is also responsible for evaluating existing programs, overseeing program expansion or development, and facilitating board conversations about its programs.

- Reports to: Board of Directors
- Staff to the Committee: Executive Director
- Committee membership and operations: Members are from the Board. All committee work is done in partnership with and through the leadership and enabling of assigned staff. The Executive Director makes all staff assignments. The committee does not usurp the authority of the Board, and neither directs nor oversees staff.
- Frequency of meetings: As needed

### Scope of Work for the Program Committee

- To oversee new program development, and to monitor and assess existing programs
- To initiate and guide program evaluations, and
- To facilitate discussions about program priorities for the agency.
- Internal assessment and evaluation of programs. Defining strengths and weaknesses of what the organizations is offering in order to create higher quality programs.
- Developing new and exciting program opportunities for the communities served by the organization.
- Evaluating the effectiveness of programs over time.
- Supporting the development of client surveys to improve programs based on direct feedback.
- Support the organization's curriculum development and rollout.
- Enhance educational programming opportunities with members and partners.