

# NATIONAL SCENIC BYWAY FOUNDATION COMMITTEE & PLANNING MANUAL

January 17, 2022

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## **RESPONSIBILITIES OF COMMITTEE CHAIRS**

1. Be a member of the Board and report to the NSBF President and NSBF Executive Director.
2. Set the meeting schedule for committee work.
3. Set the tone for committee work.
4. Ensure that members have the information needed to fulfill their committee responsibilities.
5. Oversee the logistics of the committee's operations.
6. Submit written reports to the Executive Director for distribution prior to each Board meeting.
7. Present committee report to the full Board on committee decisions/recommendations.
8. Work closely with the Executive Director, staff and Executive Committee.
9. Assign work to the committee members, set the agenda and run the meetings, and ensure distribution of meeting minutes.
10. Initiate and lead the committee's annual evaluation.

## **RESPONSIBILITIES OF COMMITTEE MEMBERS**

1. Attend and actively participate in at least three quarters of scheduled committee meetings per year.
2. Get to know other committee members and build a collegial working relationship that contributes to consensus.
3. Willingly accept assignments and complete them thoroughly and on time.
4. Stay informed about committee matters, prepare well for meetings, and review and comment on minutes and reports.
5. Learn about issues affecting the organization, be willing to attend training sessions and retreats and commit to being part of a learning organization.
6. Actively participate in the committee's annual evaluation and planning efforts.

## **BRIEF SUMMARY OF STANDING COMMITTEES' FUNCTIONS**

### **Executive Committee**

The Executive Committee is led by the Foundation's three officers and two at-large Directors. The NSBF President appoints the at-large Directors annually for the calendar year. The Executive Committee provides a leadership role for management of the organization's budget, fiduciary matters, congressional outreach, critical issues and recommendations to the Board of Directors. This committee is the Foundation's liaison with key congressional leaders who can advocate positive byway legislation.

### **Communications Committee**

The Communications committee is responsible for developing, updating and monitoring the Foundation's communications policies and publish the NSBF's Facebook page. The committee also designs and manages the NSBF website and communications of NSBF's programs, website presence, promotional materials, branding, logos and image.

### **Development Committee**

The Development Committee is responsible for creating a realistic fundraising plan alongside the Foundation's other committees. It shall follow a strategy that identifies prospective donors and sponsors, builds relationships with these partners and negotiates the exchange of resources and services.

### **Education Committee**

The Education Committee fulfills a primary mission of the Foundation. It has the responsibility of providing educational resources in the form of Byway Leader Training program, the State Byway Coordinator Orientation Training program and webinars. It provides content for Newsletters and supports Foundation members and byway representatives. The committee also supports the Foundation's byway advocacy role and participation in the Heartland Byway Conference.

### **Membership Committee**

The Membership Committee maintains the NSBF membership rosters in different categories. It seems to expand and retain the Foundation's membership by promoting benefits and opportunities including an active Byway Awards program. It conducts the annual membership campaign. Its responsibilities encompass a growing relationship with the seven Federal Byway-Designating Agencies and DMOs.

### **Nominating Committee**

The Nominating Committee is ever-vigilant seeking talented and byway-experienced individuals to serve on NSBF committees and the Board of Directors. It has responsibility to determine the slate of officers to serve the Foundation. It vets and nominates members to the Board of Directors as vacancies occur. It ensures geographic distribution of board members. It is preferred to have no more than two board members representing a given state, however, expertise is important.

## STANDING COMMITTEES' DESCRIPTION, GOALS & PROCEDURES

### **Executive Committee Goals**

1. Guide policy and direction of the Foundation.
2. Oversee the operation of the board and acts on behalf of the board during on-demand activities that occur between meetings.
3. Lead initiatives that do not fall clearly within the purview or availability of one the standing committees.
4. Develop a comprehensive revenue strategy and fundraising plan to grow and sustain the Foundation, its programs, services, and special initiatives. Help identify sources of revenue and fundraising.
5. Track results of fundraising, revenue and membership during the year to create the annual budget in conjunction with the treasurer.
6. Recommend the most appropriate organization structure and update bylaws for the success of the Foundation.
7. Maintain the ability to reach out to Senators and US Representatives who can influence legislation that will affect byways.
8. Make it clear that NSBF is "The National Voice of Scenic Byways and Roads."

### **Communications Committee**

#### **Purpose:**

The Communications committee is responsible for developing, updating and monitoring the Foundation's communications policies, communications activities, website presence, branding, logos and image management.

#### **Goals:**

1. Position the Foundation as the go-to resource for all things related to byways.
  - a. Maintain the Foundation website so that it is intuitive, modern and always updated.
  - b. Actively solicit stories and content from the other Foundation committees and board as well as Foundation members.
  - c. Regularly post relevant content to the Foundation website and Facebook page to stimulate involvement in the byways' community.
  - d. Provide relevant, thought provoking and timely information to stakeholders.
2. Increase participation and engagement of Foundation members, supporters and stakeholders.
3. Promote webinars, conferences, trainings and NSBF sponsors as well as the benefits of being a Foundation member to stakeholders on the NSBF website.
4. Provide graphic and copywriting/editing services to the Foundation's board and committees as requested.
5. Maintain a vibrant and active Communications Committee that achieves relevant and measurable goals and objectives for the good of the Foundation and scenic byways.

#### **Procedures:**

1. Website: Manage the website. Ensure that the website is current and engaging. It is the storefront of NSBF. It must be kept current, informative and meaningful on behalf of NSBF members and its visitors.
2. Branding: Be the brand stewards for NSBF relative to approved colors, fonts, taglines, etc. including the DBA name used by the Development Committee.
3. Publicize Events and Activities: Facilitate the distribution of NSBF sponsored announcements.

## **Development Committee**

**Approved by Development Committee on 1-27-22**

### **Development Committee**

The Development Committee is responsible for creating a realistic fundraising plan alongside the Foundation's other committees to sustain and grow the NSBF. It shall follow a strategy that identifies prospective donors and sponsors, builds relationships with these prospects and negotiates the exchange of resources and services.

### **Development Committee Purpose:**

The Development Committee's purpose is to seek sponsorships and donations for NSBF program activities. To be accomplished by identifying prospective donors whose interests overlap with NSBF.

### **Goals:**

Develop and implement a plan to gain funds supporting NSBF activities:

1. Educational programs such as Byway Leader Training, State Byway Coordinator Orientation Training, Webinars and Workshops
2. Byway Organization Awards
3. IPW Participation
4. Communications: Newsletters and social media
5. Grassroots Support: Annual Membership Campaigns
6. Data Management of Byway Itinerary and Photo Data Bases for nearly 1,000 byways
7. Byway Specialist's Speakers Bureau addressing Byway Best Practices

### **Procedures:**

The Development Committee shall focus on sponsorships, donations and gifts to the NSBF.

1. Each member of the Development Committee shall target a minimum of three prospects related to an identified need (see 9 categories above).
2. Different prospects require different approaches and an appreciation of varied interests.
3. Approach the prospect with "how NSBF can provide them desired visibility and public awareness." The focus is on their needs and interests first and NSBF needs second.

### **Sponsor/Donor benefits may include:**

1. Recognition as a Sponsor/Partner on NSBF website, respective BLT, award, webinar and NSBF event promotional materials as applicable or if desired.
2. Provide access to NSBF social media, newsletters, website, archived resources
  - a. Receive Email Newsletter.
  - b. Listing in membership directory (if desired).
3. Contributor's Logo on NSBF newsletter & website and hot link on website.

## **Education Committee**

### **Purpose:**

The mission and purpose of the National Scenic Byway Foundation Education Committee is to actively promote the educational role of the Foundation. The means of accomplishing this mission is through outreach and dissemination of current research and best practices to the leaders of 1,000 byways in America and their partners and colleagues. This is accomplished with this committee's support by providing educational products, methods and content that can be disseminated through face-to-face and electronic means. Means include byway leader training workshops, webinars, special educational programs, regional byway conferences, newsletters and the NSBF website that displays byway fact sheets and other byway resources.

### **Goals and Objectives:**

1. Provide sound byway resource information to NSBF constituents
  - a. Maintain a library of NSBF resources.
  - b. Provide examples of Byway Best Practices for byway leaders.
  - c. Ensure that educational resources posted on the NSBF website are current and timely.
2. Provide educational programs and trainings to byway leaders and NSBF constituents
  - a. Present at least two Byway Leader Training programs annually.
  - b. Present three webinars annually.
  - c. Conduct on-line Byway short courses for specialized audiences as needed.
  - d. Support and engage in byway conferences with NSBF presenters sharing knowledge.
3. Support NSBF's media outlets with content for publication.
  - a. Provide informative and interesting articles, stories, statistics and photographs for use in the monthly NSBF Newsletters.
  - b. Provide the Communications Committee with content for NSBF website and social media outreach.

### **Programs:**

1. Byway Leader Training (BLT): The Education Committee manages the Byway Leader Training Program. It works with a host byway organization to facilitate the location, preparation of publicity and logistics. Registration payment by participants may be accomplished by check or PayPal. Fee is \$95 and includes NSBF membership.
2. State Byway Coordinator Orientation Training (SBCOT): This training program is a short course delivered by Zoom to an audience of State Byway Coordinators and top byway administrators located in regions or a significant and large byway covering multiple states. It is a two-day course covering eight key topics in 8 hours. Registration payment by participants may be accomplished by check or PayPal. Fee is \$95 and includes NSBF membership.
3. Webinars: The committee manages 2-3 webinars annually. The preferred arrangement is to host them with a contractor one in late winter or early spring, late spring and in the fall. Members have free access to the live program and its resources during the program or later.
4. Newsletters: The committee members are responsible for creating content for the NSBF monthly newsletter. Content includes members' byway stories, best practices, event announcements, membership recruitment and campaign information and timely information.
5. Resource Materials: Seek, create and provide resources for the NSBF Library located at the National Office.
6. Regional Conferences: Provide support, topics and speakers for regional conferences co-hosted by byways and state organizations.

## **Membership Committee**

### **Purpose:**

The Membership Committee seeks to build the byway roster and expand and retain the Foundation's membership by promoting benefits and opportunities. It conducts yearly member solicitation campaign, promotes the Byway Awards Program and promotes relationships with Federal Byway Designating Agencies, affiliated organizations and associations and business enterprises that share interests with the byway community.

### **Goals and Objectives:**

Goal 1. Expand and Retain NSBF Membership.

1. Be proactive seeking NSBF members on a continuing basis by promoting benefits and opportunities.
2. Identify and cultivate new members, sponsors and donors throughout the year.
3. Follow-up with renewal requests throughout the membership year.
4. Nurture first and second year members with focused communication and engagement opportunities.
5. Conduct an annual membership solicitation campaign with a focus on byway organizations and past members.
6. Conduct follow-up with targeted byway organizations.

Goal 2. Conduct a NSBF Byway Awards Program.

1. Enable NSBF to recognize byway success stories and best practices among member byways.
2. Conduct the NSBF Byway Organization Awards Program in eight (8) categories to be presented at the Heartland Byway Conference.
3. Provide winners and honorable mentions with special publicity on the website, newsletters and through social media.

Goal 3. Promote Partnerships between NSBF and nonprofit organizations, businesses and Byway Designating Federal Agencies.

1. Manage an alliance or agreement, Partnership for Scenic Byways & Roads, with seven federal agencies (FHWA, Bureau of Land Management, US Forest Service, Bureau of Indian Affairs, US Fish & Wildlife Service, National Park Service and US Army Corps of Engineers.)
2. Pursue memberships or contributions for services and address negotiated elements.
3. Manage recognition and visibility of organizational and agency partners.

### **Procedures:**

1. Current Members: Prepare roster of current members for posting on the website.
2. Membership Campaign: Manage the annual NSBF membership campaign. Membership is based on the calendar year. Solicit memberships from the six categories: Individual; Byway Organizations; Regional, State or National Organization/Agency Membership; Business Membership; Tourism or Destination Marketing Organization; and Regional, State or National Organization: Marketing a Byway Collection. Show benefits.
3. Awards: Conduct the NSBF Award Program to feature byways' success stories and best practices. Award categories are as follows:
  - a. NSBF Byway Organization Awards  
The NSBF Byway Organization Awards are given in eight categories. These awards are presented in even-numbered years at the Heartland Byway Conference.
4. Partnerships and Alliances: Establish on-going relationships with Byway Designating Agencies such as Federal Highway Administration, Bureau of Land Management, US Forest Service, US Fish and Wildlife Service, National Park Service, Bureau of Indian

Affairs, US Army Corps of Engineers and organizations sharing a mutual interest in the welfare of nation's byways at the state and federal level.

The Membership Committee will assume responsibility for sponsors', contributors' or donors' negotiated agreements to collect logo and language from supporters. It will also provide supporters appropriate benefits and opportunities as well as recognition and publicity associated the sponsorships, contributions or donations up to \$5,000 generated by the Development Committee and any other NSBF committee. The Membership Committee seeks to maintain these relationships, financial agreements and mutually shared interests with partners or supporters.

### **Membership Categories with Opportunities and Benefits**

This is an outline of the membership categories and their related fees and membership benefits. Noted are application criteria and procedures as well as membership forms and payment of fees.

The NSBF represents the byways across America and is the voice of the membership on byways and scenic highway issues. An involved and engaged membership provides fiscal support for the organization, but also provides volunteer service on NSBF committees, advocacy, expertise and influence. The policies will outline the parameters of the membership and the procedures used by NSBF staff and board members to attract and retain members. The National Scenic Byway Foundation Board shall uphold and periodically review the standards for membership to ensure the appropriate match of fees and related benefits.

To be eligible for NSBF membership an individual or organization applicant shall:

- Pay the annual membership fee established by the NSBF Board of Directors
- Complete the required membership form
- Keep their member profile and contact information current.

Membership shall be suspended if the annual membership fee is not paid.

### **NSBF Membership Benefits**

1. NSBF advocates for byways at the national level benefiting all byway members.
  - Advocate for byways to Congress, industry, governmental agencies, byway partners and potential funding sources.
2. Members can gain access to national Byway leaders' expertise.
  - Byway specialists can serve as speakers, mentors and consultants.
3. Members can gain easy access to the best available byway library resources.
  - Includes Success Stories, Best Practices literature, byway guides, special topics, webinars, manuals, and Byway Fact Sheets.
4. Members can access to byway training, learning and networking opportunities.
  - Examples include Byway Leader Training (BLT) and State Byway Coordinator Orientation Training (SBCOT) Programs in face-to-face or virtual (Zoom) formats.



5. Byway Organization Awards to increase byway visibility (Byway Organization, Byway Collection Members and DMO members representing a Byway are eligible for annual NSBF Awards) See below.
  - Members can gain additional recognition with Byway Organization Awards.
  - Members can participate in the Heartland Byway Conference to gain a forum to share byway success stories and Best Practices.
  - Any member may nominate one byway for an award unless a collection of Byways partnered and participated together and are to be recognized collectively for the same award.
6. NSBF Newsletter.
  - Receive monthly NSBF newsletters where members are featured along with announcements of special coming events.

#### Individual Membership Benefits (\$50)

- All benefits listed at top of page.
- Single participation at all webinars.

#### Byway Organization Membership (\$150)

- All benefits listed at top of page.

#### Business Membership (\$150)

- All benefits listed at top of page.
- Plus: Business name identification and website link from NSBF to business website.
- Plus: Co-sponsorship opportunity of a NSBF event annually (webinar, BLT, etc.)

#### Tourism or Destination Marketing Organization (\$250)

- All benefits listed at the top of page.
- DMO name recognition associated with Byway(s) being supported.
- National attention provided by NSBF website, Newsletter or social media tied to byway(s) being supported.

#### Byway Collection (Fee Structure outlined below)

1. Fee structure: Fee calculated based on \$30 per byway, minimum \$300 – maximum \$600.  
(Example: a byway collection of 12 byways pays \$360; a byway collection of 24 byways pays \$600, the maximum)

#### **Summary of Membership Dues, Benefits and Opportunities:**

The annual membership dues for individuals or organizations are established by the NSBF Board of Directors and reviewed annually. Membership dues paid determines member benefits. NSBF staff, upon request, shall invoice members with expiring annual memberships. Dues are payable upon receipt for the calendar year.

The Membership Committee will assume responsibility for sponsors', contributors' or donors' negotiated agreements to collect logo and language from supporters. It will also provide supporters appropriate benefits and opportunities as well as recognition and publicity associated the sponsorships, contributions or donations up to \$5,000 generated by the Development

Committee and any other NSBF committee. The Membership Committee seeks to maintain these relationships, financial agreements and mutually shared interests with partners or supporters.

**\$500+ Sponsorship or Donation – Benefits and Opportunities are Negotiable.**

**\$1,000+ Sponsorship or Donation – Benefits and Opportunities are Negotiable.**

### **National Scenic Byway Awards Program**

The National Scenic Byway Foundation shall recognize the successes of byways or a collection of byways and affiliated communities and leaders. The awards program is open to current NSBF members. Award winners will receive extra promotion and publicity about their byway project excellence and their byways. Recognition includes national magazine articles, social media recognition, byway newsletters, etc. Contact [sharon.strouse@nsbfoundation.com](mailto:sharon.strouse@nsbfoundation.com) to ensure that your membership status is current.

### **NSBF Byway Organization Awards**

Beginning in 2020, the Byway Organization Awards shall be given in even numbered years, at the Heartland Byway Conference. Byway organizations may apply in more than one category. Applications and all supportive materials submitted in digital form to a drop box are due by approximately February 18 (in 2022). The applications should be directed to [sharon.strouse@nsbfoundation.com](mailto:sharon.strouse@nsbfoundation.com).

A Byway Organization must be a NSBF member in good standing to apply (NSBF Byway Organization and DMO's representing a Byway are eligible member categories).

1. **Byway Enhancement Award** – Community-based improvement on the byway such as innovative signage, wayshowing, improved access to byway resources or sites such as hiking, biking, picnic areas, parks, water, etc.
2. **Communications Award** – Raising the visibility of the byway to the public using technology: social media, website, apps, blogs, photography, video, newsletters, innovative news features.
3. **Hospitality Award** – Training program for volunteers and front-line personnel, provide training and byway orientation efforts to raise awareness of the byway story and the visitor experience.
4. **Interpretation Award** – Creative, innovative or educational projects, publications, panels or kiosks with emphasis on telling your byway story.
5. **Leveraging Resources Award** – Innovative fundraising, in-kind or other revenue or resource-generating activity.
6. **Partnership Award** – Projects that engaged multiple public-private partners and stakeholders.

7. **Viewshed Improvement Award** – Conservation and protection of scenic views, beautification efforts, select-cutting of foliage and trees to regain lost views. Provided plantings or walls to shield junkyards, utility substations, and/or distracting views.
8. **Visitor Experience Award** – Experiential or authentic activities or events, re-enactments, created new attractions or destinations for visitors to have a comprehensive experience about the byway and its story.

## **Nominating Committee**

### **Purpose:**

Create the slate of officers to serve the Foundation. Vet and nominate members to the Board of Directors as needed. Ensure geographic distribution of board members. It is preferred to have no more than two board members representing a given state, however, expertise is important.

### **Goals:**

1. Nominate a slate of candidates for officers annually.
2. Nominate candidates to become members of the board.
3. Encourage committees to engage and recruit new members thus forming a pool of candidates for board nomination.
4. Provide orientation documents to new Board members.

### **Procedures:**

The Nominating Committee remains vigilant in its effort to identify and recruit members to NSBF committees with an eye to possibly have them, after a period of productive committee service, to be eligible for selection to the Board of Directors. Service on a committee prior to service on the board is essentially a vetting process. The Nominating Committee is always interested in having new members raise the average of the committee's or board's performance.

Terms of Service: (1) Service on a Standing Committee is unlimited in terms of years. (2) Board terms are three years. Board members stand for election at the end of their term. A board member may be re-elected for an unlimited sequence of terms.

Geographic Diversity: The Nominating Committee seeks a national cross-section of board members from different geographic regions and time zones. It is preferred that no more than two persons from the same state service on the board although exceptions may occur depending on an individual board member's expertise.

State Representation: It is preferred that no more than two persons from the same state service on the board although exceptions may occur depending on an individual board member's expertise.

Composition of Board: The desired objective is to ensure that approximately one-third of the board stands for election each year so that can have diversity in terms of experience. Fresh ideas and skills are always welcome.

Attendance: The Board members' record of attendance at monthly meetings is noted.

Orientation: Recognize that all Board and Committee members are volunteers who share their time, treasure and talent with other members of NSBF. Not only should the new member of the Board receive the following documents, but they also need to have their interests addressed.

1. Byways
2. Responsibilities Board or Committee Membership
3. Conflict of Interest Statement and Form to be Signed
4. Point out the location of the three NSBF Manuals
  - a. NSBF History and Legal Documents Manual
  - b. NSBF Policy and Procedures Manual
  - c. NSBF Committees and Planning Manual

Mentoring: Each new board member should have an assignment or clearly defined role waiting for them. Such an assignment may mean joining a standing committee or task force or taking personal responsibility for an individual task that feeds back to a board committee or to the full board. It may be a good idea to team up each new board member with an existing member to help them “learn the ropes.”

Recruit Pairs: It is always more comfortable for new volunteers to join concurrently with others. It is good to start in January on the Board. Committee members can join at any time.



## National Scenic Byway Foundation

Nomination Form for Selection to the Board of Directors



Name:

Nickname:

Type of Business or Profession:

Name of Firm:

Position in Firm:

Business Address:

Home Address:

Preferred Phone:

Email Address:

Volunteer experience, organizations & offices held (*attach additional sheet if necessary*):

Description of expertise that would help in the mission of the National Scenic Byways Program:

Please tell us if you are interested in any specific area(s) of the organization's work:

Signed:

Date:

*NOTE: Please feel free to attach a brief resume or other information to assist our Nominating Committee.*

## Overview of the National Scenic Byway Foundation

### Who We Are

- The only national organization committed solely to advancing byways.
- Accomplished byway champions, practitioners and experts.
- A tax-exempt, 501c3 nonprofit corporation since March 4, 2005.

### What we do

- Amplify the voice of byway leaders nationwide.
- Nurture partnerships to promote the relevance of byways in today's tourism economy.
- Maintain [www.nsbfoundation.com](http://www.nsbfoundation.com) as the "go-to" place for resources and training that help improve byways for visitors and local communities.

### How We Do It

- With a dedicated team that includes an all-volunteer board, contracted part-time staff and members.
- Through membership contributions and limited business sponsorships – no government funding.

### What You Can Do

- Enjoy becoming a member of NSBF.
- Volunteer and serve actively on one of our committees or build a relationship with us.
- Continue your efforts as a byway champion!



**STRATEGIC PLAN**  
**NSFB Board Development and Planning Retreat**  
**March 21 & 22, 2019**  
**Denver, CO**

The **vision** of the Foundation is that Byways will be recognized and valued worldwide for their distinctive experiences, stories and treasured places.

The **mission** of the National Scenic Byway Foundation is to empower, strengthen, and sustain byways.

### **Agenda**

#### **Thursday March 21**

3:00pm – New board member development and training with NSBF Committee chairs and Exec committee – Room 628

5:00pm Social – NSBF reception and dinner; Presentation of Teresa Mitchell Award with national guests – Silverton Room

#### **Friday March 22**

7:30 – Breckenridge Room – Fruit pastries, bagels etc.

8:00 – Celebrating Successes and Overview of NSBF progress

- Introductions – Board members
- Review Mission and Vision
- Highlight progress and successes since February 2016 Board Retreat

9:00 – Committee Development: Goals and Focus Areas: 2019 – 2022

Four standing committees (Communication, Education, Membership & Partnership) will present their current/future goals (30 minutes each)

- Discuss new or continuing goals
- Discussion of additional goals or adjustments
- Timeline and budget

10:00 – Break

10:15 – Resume Committee Reports

11:15 – Board Development and Planning - Revise Goals 2019 – 2022

The entire group / board will:

- Ask questions to better understand or clarify primary focus areas or activities for each goal.
- Review and discuss overlaps in goals with other committees
- Discuss our goals in relation to budget and priorities

#### **12:00 – Lunch - Silverton Room**

1:00 – Continue with Board Development and Planning - Revise Goals 2019 – 2022

2:00 – The future of NSBF

- Focus group exercise and discussion
- 3:00 – Organization Development/Succession plan
  - NSBF administration
  - NSBF finances
  - 2020 implementation
  - Bylaw updates and revisions (presented at the April board meeting)
  - Impact on NSBF Board and Committees

- 4:30 – General Discussion
  - Website
  - Byway Community Survey
  - IPW
  - Old issues
  - New issues

5:30 Adjourn

#### NOTES:

Committee members who are not members of the board are welcome and encouraged to attend and participate actively in our meeting.

In advance of our retreat and as input for our discussion there, each committee should:

- Identify its accomplishments, reassess the priorities for its respective Foundation goal(s) and identify its primary focus for the next 2-3 years.
- Review priorities for its respective goal that we identified in 2013/2016 and have not been completed or otherwise addressed. Why? Are they still meaningful and relevant? What resources do we need to complete them? Is it more realistic or practical to drop them from our list of priorities?
- Take a first cut at identifying the primary focus for the next 2-3 years for its respective goal.

Goals and primary focus areas or activities for each goal:

- Will we meet the needs and interests of our audience, clients and customers?
- Will we effect or directly influence change?
- What opportunities are we missing or not taking full advantage of?
- What skills, expertise, and resources are we lacking to fulfill the priorities?
- What can we reasonably do or accomplish? Which activities should we scale back or eliminate?

Organizational Considerations:

- How well are we organized to fulfill the priorities?
- Who would be good candidates to recruit to serve on our committees/board?
- Is there any overlap in our committees' activities that we need to address or reconcile?

Outcome:

- Reaffirm or revise our goals as appropriate
- Reach initial agreement on focus areas or activities for each goal.
- Develop action plan for focus area or activities.
- Develop major milestones and target dates for completion.
- Develop cost estimate and budget to complete the work.
- Identify lead person for each focus area or activity.