Breakout 1: Establishing and Managing Boards and Advisory Committees

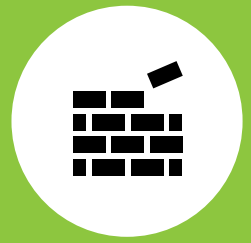
Clean Cities and Communities

Agenda

- Board management 101: Introduction and key indicators
- Activity: Board/committee “health check”
- Discussion: Troubleshooting board/committee weak points
- Report-out from activity and discussion
- Wrap-up



Today's Goals



Understand the fundamentals of a building a strong board/committee



Recognize the key indicators of a healthy advisory board/committee



Identify and troubleshoot weak points



Benefits of a Strong Advisory Board/Committee

A strong and engaged advisory board/committee is a cornerstone of an effective coalition. It can provide guidance, credibility, and connections that help drive action forward.

What makes a strong advisory board/committee?

These key indicators can be used to help gauge **a)** how well a board/committee is functioning and **b)** where it may need additional support.

- Attendance
- Participation
- Recruitment and representation
- Leadership support
- Strategic guidance
- Committee involvement
- Value to coalition
- Variety of stakeholders

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PRCC Best Practices: Board Recruitment and Engagement Stand-Alone Nonprofit

Building the Right Board: Best practices for PRCC board member recruitment.

Recruit for mission, skills, and perspectives.



Start with a skills and needs assessment

Identify current board strengths, experience gaps, succession needs, and future strategic priorities.



Prioritize representation

Seek varied professional expertise, lived experiences, community connections, and perspectives aligned with CC&C's mission.



Recruit proactively

Build an ongoing candidate pipeline through board networks, community partners, professional associations and open nominations.



Use a structured selection process

Establish a recruitment committee, consistent evaluation criteria, candidate conversations, reference checks where appropriate, and conflict of interest disclosures.

From Candidate to Effective Board Member: Develop a transparent, consistent, and sustainable engagement process.

Every new member understands PRCC's mission, governance responsibilities, and strategic goals, and has the relationships and resources to contribute effectively.



Define the role and expectations

Provide a clear position description covering fiduciary duties, meeting attendance, committee work, and fundraising.



Onboarding process

An onboarding process should be developed, providing a clear understanding of the organization's mission, governance responsibilities, strategic priorities, and expectations.



Support and evaluate

Schedule a 30-, 60-, and 90-day check-in to identify questions, support needs, and early engagement.



Contribution

Leverage professional and community networks, cultivate donor relationships, and actively support fundraising initiatives to expand resources and advance the organization's mission.

Keeping Your Board/Committee Engaged

Natalie Buscemi, Maryland Clean Cities and Communities



Keeping Your Board Members Engaged

The Maryland Clean Cities and Communities Coalition continued to foster advisory board member engagement by implementing working lanes.

Purpose of the working lanes: To produce tangible, practical deliverables that support fleet modernization, infrastructure coordination, and data-driven decision-making.

The working lanes include:

1. **Fleet Engagement and Technical Tools**
2. **Infrastructure and Funding Strategy**
3. **Outreach and Communications**
4. **Data and Analytics**

Breakdown of Each Working Lane

Fleet Engagement and Technical Tools
Supports public and private fleets with practical modernization tools, including AFLEET modeling, total cost of ownership comparisons, and operational readiness insights.

Infrastructure and Funding Strategy
Focuses on infrastructure readiness, grant opportunities, and coordination with utilities and funding programs to help fleets access available resources.

Outreach and Communications
Strengthens coalition messaging, member engagement, and partner alignment to ensure clear communication of the coalition's mission and activities.

Data and Analytics
Provides cross-lane analytical support, including modeling tools, performance metrics, and data-driven insights to support decision-making.

How the Working Lanes Contribute to the Board and Coalition

The working lanes support and inform the advisory board's formal deliverables:

1. **Annual advisory input memo**
2. Semiannual priority recommendations
3. Outcomes dashboard/TEL

The working lanes establish a structured relationship between operational lane activity, board-level governance outputs, and coalition staff execution.

Governance principles include:

- Advisory, not regulatory
- Technology neutral and operationally grounded
- Data-supported recommendations
- Clear separation of board strategy and staff execution
- Quarterly measurement and accountability

Breakout Activity



Activity: Board/Committee "Health Check"

Break into small groups

Rate your current board/committee's activity for each of these key efforts on a scale of one (lowest) to five (highest).

Consider and discuss:

- Where is your board/commitee strongest?
- Where is it weakest?
- What would move your lowest score up by one point?

Troubleshooting Board/Committee Weak Points

Continuing in small groups (3–4), focus on *just one* of these topics to troubleshoot together. Consider and discuss:

- Challenge(s)
- What has been tried already (successes and stalemates)
- Ideas from peers to “work the problem”



Recruitment and representation

- Finding the right members
- Filling stakeholder gaps



Engagement and attendance

- Improving participation
- Increasing meeting value



Governance and structure

- Committees
- Charters
- Roles and responsibilities



Board/committee revitalization

- Rebuilding inactive boards/committees
- Managing turnover
- Resetting expectations

Report Outs and Wrap-Up

- Each group take a moment to share:
  - One challenge impacting board/committee health
  - One promising solution discussed during troubleshooting
- Final thoughts and close-out