



Board of Directors Handbook

Melissa T. Harper
Co-Founder and Chief Executive Officer
Phone: 617-934-0541
Cell: 617-233-9698
Email: mharper@goodsports.org

Christy P. Keswick
Co-Founder and President
Phone: 617-934-0545
Cell: 617-921-3558
Email: ckeswick@goodsports.org

Table of Contents

Mission 3
Core Values 3
Leadership Statement on DEI.....3
Why We Do What We Do.....3
Business Model 4
Program..... 5
Who We Serve..... 5
Good Sports Boards..... 5
Board of Directors Duties, Commitments, and Responsibilities 6
Committees 7
Financial Information 9
Appendix 10

Mission

Good Sports drives equitable access in youth sports and physical activity, by supporting children in high-need communities to achieve their greatest potential, on the field and in life.

Core Values and Winning Behaviors

Core Value: **MASTERY**

Winning Behavior: Dominate your role

Core Value: **ACCOUNTABILITY**

Winning Behavior: Manage your commitments

Core Value: **RESULTS**

Winning Behavior: Effectively set priorities and plan projects

Core Value: **BE A GOOD SPORT**

Winning Behavior: Tackle achievement of mission with integrity and approachability

Core Value: **PIONEER**

Winning Behavior: Approach business strategically and innovatively

Core Value: **INCLUSIVE LEADERSHIP**

Winning Behavior: Understand difference, and be a bridge between integration and inclusion

Leadership Statement: Diversity, Equity & Inclusion

We believe that a diverse workforce is essential to spark innovation, improve performance, and foster an environment of authenticity and teamwork. In so doing, we are committed to creating an equitable and inclusive culture, implementing an inclusive performance management process, building a diverse team and board, and supporting equal access to sports throughout our community.

Why We Do What We Do

The benefits of sports and physical activity in a child's life are well documented. Good Sports exists to make sure cost does not keep kids on the bench. The world of sports has split into two groups the "haves" and the "have-nots". While some families can afford sports gear, leagues, and travel costs – many do not. Consequently, their kids are left behind on the sidelines. We know that kids who play do better. By supplying youth organizations with the gear, they need, overhead costs are cut, and more resources become available, helping children stay connected to their communities.

Business Model

Good Sports accomplishes its mission by establishing long-term partnerships with the sporting goods industry to ensure equipment is getting into the hands of the young people who need it most.

There are three primary methods that Good Sports uses to obtain and distribute sports equipment for its program:

1. It taps pro-active product donation programs run by equipment manufacturers.
2. It obtains excess closeout inventory from sporting goods manufacturers and retailers.

3. It purchases new equipment using funds donated for that purpose. When purchasing in this fashion, Good Sports can leverage the dollars from its partners because it can obtain the equipment at the wholesale or cost price level. To be a purchasing partner with Good Sports, sporting goods manufacturers must be aligned with the organization's mission and contribute donated equipment or financial support as well.

A list of current Good Sports equipment partners can be viewed by visiting our website at <https://www.goodsports.org/supporters/>

The assets that Good Sports has created to implement its business model are:

1. Its partner relationships with manufacturers and other equipment donors.
2. Its relationships with community organizations in need.
3. A proven track record for maximizing the impact of available equipment.
4. An application process that streamlines the selection of community recipients
5. Unique model with a strong return on investment that is not replicated elsewhere in youth sports and recreation.

Program

Founded in 2003, Good Sports has grown in a short time from serving 2,000 young people to serving over 9.8 million. Our equipment and financial partnership base have expanded dramatically to serve not only children in need throughout Massachusetts but nationwide.

Good Sports provides sports and fitness equipment to community organizations and schools offering physical activity for children in need. All interested programs and schools must apply to be considered for an equipment donation. Organizations and schools that are accepted into the portfolio will be supported by Good Sports to meet their top equipment needs over a five-year partnership. The partnership is designed to help programs build a sustainability plan that continues beyond Good Sports' five-year commitment. This deeper connection to organizations, and commitment to getting them the most needed equipment, will result in more predictable and impactful donations and allow Good Sports to measure and share that impact more effectively.

Who We Serve

Good Sports serves organizations offering sports and fitness programs to youth in high-need communities for children ages 3-18. Additionally, we are focused on enabling equitable access to sport through (1) Serving girls. Good Sports is working toward a goal of supporting male and female youth equally; (2) Serving Black, Indigenous, and Latino, children in communities that have been historically marginalized; and (3) Serving rural populations.

Since 2003, Good Sports has...

- Impacted over **9.8 million** young people through grants of equipment, footwear, and apparel across all fifty states
- Distributed over **\$105 million** worth of equipment to children in need

Good Sports Governance

Good Sports utilizes the experience provided by the members of several volunteer boards: The Board of Directors, the Chicago Advisory Board, the New York Advisory Board, and the Program Advisory Board. To help ensure young people have access to sports and fitness programs, Members of these Boards play a key role in marketing, outreach, strategic planning, and fundraising.

The Board of Directors is made up of industry leaders who share Good Sports' concern about declining physical activity among children. This influential group of supporters serves to advise and support the strategic direction of Good Sports to increase the participation of children in need in sports and fitness activities. Members of the Board of Directors have legal and fiscal responsibility for Good Sports and play a key role in the overall organizational governance.

The Chicago and New York Advisory Boards are comprised of top executives from across Chicago and New York's corporate and nonprofit landscape who share the belief that all youth should have access to sports and fitness activities regardless of economic limitations. These influential groups of supporters serve to advise and support the strategic direction of Good Sports in the Chicago and New York markets to drive community donations, increase brand awareness, and raise funds.

The Program Advisory Board is comprised of leaders in the community with strong ties to youth sports. This influential group serves to amplify the voice of the communities served by providing their feedback on Good Sports' impact strategy and equipment donation processes. Board composition is representative of the communities served and at least 75% BIPOC.

Board of Directors Duties, Commitments, Expectations and Responsibilities

Duties: To advise, govern, oversee policy and direction, and assist with the leadership and general promotion of Good Sports to support the organization's mission and needs.

DEI Commitments and Inclusive Decision-Making Guidelines: We commit to representing the communities Good Sports' serves by viewing our decisions through an inclusive lens and agree that we will: (1) Confirm Good Sports values alignment and minimize disparate impact; (2) Not rely on assumptions; (3) Prioritize decisions that directly and positively impact BIPOC children and girls; and (4) Leverage diverse perspectives.

Responsibilities to Good Sports:

- Organizational leadership and advisement
- Organization of the board of directors, officers, and committees
- Formulation and oversight of strategies, policies, and procedures
- Financial management, including adoption and oversight of the annual budget and audit
- Oversight of program planning and evaluation
- Personnel evaluation and staff development
- Review of organizational and programmatic reports
- Promotion of the organization
- Fundraising and outreach

Length of Term: The term is three years unless the Board Member resigns earlier or is asked to step down by a majority vote of the Board of Directors. Board Members may serve two consecutive terms before being required to step down for at least one year. A list of current Board members and their terms is included in the Appendix.

Anticipated Time Commitment:

- The Board of Directors meets quarterly or as needed. Meetings last 2 hours and are typically held in the evening. The fourth quarter meeting is held in November and is the Annual Meeting and Strategy Session and may extend up to 4 hours in length.
- Committees of the Board meet an average of five times per year depending on their focus. Some require a more frequent meeting schedule. Committee meetings typically take place by Zoom or Teams.

- Board members are asked to attend special events or additional meetings each year as they are determined.
- The Board meeting schedule for the current year is included in the Appendix.

Expectations:

1. Time
 - Attend and participate in meetings on a regular basis, and special events as able.
 - Participate on a standing committee of the board and serve on ad-hoc committees, as necessary.
2. Advocacy
 - Be alert to community concerns that can be addressed by Good Sports mission, objectives, and programs.
 - Help communicate and promote Good Sports mission and programs to the community.
 - Use the Inclusive Language Chart (see Appendix) in our communications.
 - Approach our work with a DEI lens:
 - Diversity:** Acknowledging that the youth we support face barriers to accessing sport due to their demographic identities
 - Equity:** Providing those in need with the tools to ensure equal opportunity
 - Inclusion:** Recognizing that just having access is not enough, children need to feel welcome, a sense of belonging, and have equal footing in sport
 - Acknowledging race & gender is an important part of the approach.
 - Evaluate the impacts of BOD decisions of marginalized communities.
 - View financial decisions through DEI lens.
 - Prioritize budgeting decisions that positively impact BIPOC children and girls.
3. Oversight
 - Become familiar with Good Sports finances, budget, and financial/resource needs.
 - Hold Good Sports accountable for making sure that DEI is implemented across the organization.
 - Ensure equitable practices in hiring and development opportunities.
 - Understand the policies and procedures of Good Sports.
4. Financial
 - Financially support Good Sports in a manner commensurate with one’s ability. As a Board Member it is expected that Good Sports is one of your most significant charitable gifts.
5. Expertise
 - Bring expertise and perspective, such as knowledge of community organizations, sports industry, non-profit organizations, finances, management, etc.
 - Commit to continuing to diversify board representation to bring wider perspectives and experience to the table.
6. Network
 - Provide introductions and connections to people, companies and other organizations that may be helpful in fulfilling Good Sports’ mission.

Further information about the governance structure of the Good Sports Board of Directors can be found in the By-Laws and the Code of Conduct and Conflicts of Interest Policy included in the Appendix.

Additionally, we strongly urge all Board Members to read *“The Attorney General’s Guide for Board Members of Charitable Organizations”*, also included in the Appendix.

Board Committees

The Good Sports Board of Directors is supported by several standing committees. Each committee is chaired by a current Board Member. Additional committees may be requested by the Chief Executive Officer and/or members of the Board as new issues and needs arise. Each committee sets its own schedule for meetings. Committee Chairs are responsible for regular communication with the Executive Team and Board during the year. The standing committees are:

Ad-hoc Committees

At any time, Good Sports may create ad-hoc committees. Ad-hoc committees remain active for defined time periods based on the issues or projects they address. These committees may include a mix of Board and non-Board Members.

Audit Committee

The Audit Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the integrity of the Company's financial statements, reporting and internal controls, compliance with applicable laws and regulations, and the internal and external auditing functions of the Company.

Development Committee

The Development Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the Company's corporate development and fundraising efforts. This committee has a particular focus on ensuring our income and unrestricted revenue generation keep up with the overall growth and needs of the organization.

Executive Committee

The Executive Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the Company's corporate governance, advise the Management Team, and lead the development and implementation of strategic initiatives.

Finance Committee

The Finance Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the preparation and establishment of the annual budget of the Company and to assist management with establishing the strategic objectives of the Company.

Program Committee

The Program Committee shall represent and assist the Board of Directors of Good Sports, Inc. with oversight of the Company's programmatic execution of its mission. The Committee shall support the Executive Team in setting the strategy for programming and assessing impact to ensure the annual programmatic goals are being met.

The Charters for these committees are included in the Appendix along with a list of current membership.

Financial Information

Good Sports is a Massachusetts 501(c)(3) corporation. Our fiscal year is from January 1 to December 31. Income is derived from a variety of sources including:

- Grant Proposals to Corporations and Foundations
- Annual Appeal and Individual Giving: Individuals solicited annually
- Special Events: Boston and Chicago Legends of the Ball, events hosted by our New York Advisory Board, and our three Emerging Leaders Councils
- Special Fundraising Campaigns: Equip-A-Kid, Goal Makers, and Endurance Events

- Annual Administrative Fees: Approved organizations agree to pay an annual administration fee scalable by the number of kids served. Fees will range from \$150 – \$3,000.

For a recent picture of Good Sports' financial position, a link to our most recent audit is included in the Appendix.

Service Providers:

- Good Sports tax forms and audits have been prepared by Baker Tilly U.S., LLP.
- Good Sports employee benefits are administered by Point32Health for health insurance, Blue Cross and Blue Shield of Massachusetts for dental insurance, EyeMed Vision, Paylocity for payroll services, Principal Financial for 401(k) plan administration, Ameriflex for FSA administration, and Reliance Standard for short-term disability, long-term disability, and group life insurance.

Appendix

- Good Sports Staff Contact List
 - [Staff Contact List .pdf](#)
- Board of Directors Terms
 - [2024 Board List and Terms.pdf](#)
- Board of Directors Biographies
 - [Board of Directors Biographies 2024.pdf](#)
- Board of Directors Contact List
 - [Board of Directors Contact Information 2024 \(phone and email\) .pdf](#)
- Board Committee Membership List
 - [RESOLUTION to Appoint Committee Membership.pdf](#)
- Board Committee Charters
 - [Committee Charters 2024 .pdf](#)
- Good Sports By-Laws
 - [Good Sports Amended By-Laws 11.2021 Change of Quorum.pdf](#)
- Inclusive Language Chart
 - [Language Chart.pdf](#)
- 2023/2024 Board DEI Training Deck: Strategic Diversity and Inclusive Governance
 - [Strategic Diversity and Inclusive Governance Nov 2023 Board Presentation.pdf](#)
- 2023/2024 Board DEI Training Key Takeaways: Strategic Diversity and Inclusive Governance
 - [Strategic Diversity and Inclusive Governance Key Takeaways One Pager.pdf](#)
- Board of Directors Meeting Schedule
 - [RESOLUTION Approval of 2024 Meeting Schedule.pdf](#)
- Advisory Board Membership Lists
 - <https://www.goodsports.org/about/team/>
- Code of Conduct and Conflicts of Interest Policy
 - [Code of Conduct and Conflicts of Interest Policy 2024.doc](#)
- Whistleblower Policy
 - [Whistleblower Policy 10.2015.pdf](#)
- Donor Privacy Policy
 - [Donor Privacy Policy - 2020.pdf](#)
- Delegation of Authority
 - [RESOLUTION Approval of Delegation of Authority .pdf](#)
- Inventory Reserve Policy
 - [Inventory Reserve Policies Final 2020.pdf](#)
- Most Financials (Form 990, Audited Financial Statements)
 - <https://www.goodsports.org/about/policies-and-procedures/>
- Attorney General's Guide for Board Members of Charitable Organizations
 - [guide-for-board-members.pdf](#)
- Management Liability Insurance Policy
 - [D&O 24-25.pdf](#)