

INFRASTRUCTURE COMMITTEE WORK PLAN (Committee members: Rodger, Elizabeth, Robert S., Therese)	
GOAL	OBJECTIVES (Steps to achieve the goal)
Create a mechanism through which we regularly solicit input from our community. Create a standing item on the agenda (15 minutes) for people from various community organizations to attend our board meeting.	1. Identify the groups/people we want to invite. 2. Invite them. 3. Create a framework (bullet points) for them to use for their presentation. Ask: how can we support your efforts relating to poetry? This is also a LISTENING opportunity. Need to make sure there is meaning and purpose to this effort.
Update by-laws	1. Review the current by-laws. 2. Suggest changes; explore the idea of term limits (3 years w/option to renew for another 3) 3. Add section on removal of board members 4. Add code of conduct/shared values, organizational culture 5. Be clear about criteria, roles and responsibilities 6. Need to mention fiscal agent 7. Need to clarify which VP will sit in for Pres. 8. Spell out use(s) of endowment
Formulate committees, as follows: Program Committee (charge them with expansion and diversity); Board Development Committee ("care and feeding of the board," orientation, onboarding, training, etc.); Outreach/Comms/PR/membership (this committee will work closely with staff); Financial Oversight (ad hoc; once/year w/David Thoreen)	1. Create guidelines and report format for each committee - decide if this is a permanent committee or ad hoc committee. We'd like to have at least 1 board member on each committee. 2. Recruit people to join each committee - we can invite people that are not on the board to join us (committees can serve as a "farm team"). 3. Set goal and timeline for the year 4. Decide how often the committee will meet 5. One person from the committee must report on their progress to the board on a monthly basis NOTE: We want to inform our members about these opportunities - integrate into quarterly reports

Fundraising	Increase # of paid members; have a discussion about the endowment; the board needs to set a fundraising goal for the year that will support the mission; explore the idea of creating paid position(s), increase our budget to pay for part-time assistants (Bob wrote down list of tasks and estimated hours/task); explore idea of combining with Clemente Coordinator (Elizabeth);
Digital presence	Social media, website; consistent messaging and communications
Questions that we will filter ALL decisions through	1) Is this going to further our mission? 2) Does this reflect our values? 3) Do we have the capacity/bandwidth and experience do to this well and what are they bringing to the table? 4) Will this enhance our reputation?
Expansion	Our goal is to include more of Worcester County, when we're creating programming, we can reach out to area libraries. Keep it simple for now. We'd like to grow the membership base. We'd like to invite more people to participate at all levels, including youth and people of color.

PERSON/PEOPLE RESPONSIBLE	BEGIN/END	OUTCOMES	SUCCESS/EVALUATION
<p>Board will help create list of invitees. Program Committee will oversee this effort. Reach out with invitation, follow up with thank you and next steps.</p>	<p>Summer, 2022</p>	<p>Co-sponsored programs with some of these organizations ; create pathways for new members and new committee and new board members. Doing this will sensitize us to current issues.</p>	<p>Co-sponsored programs; more diverse representation in programming, committees and board, including geography, age, different forms of poetry and art, and a better understanding of current issues.</p>
<p>Ad hoc committee: Rodger, Robert S. (and others if so desired)</p>	<p>before Annual Meeting</p>	<p>By-laws will be current and reflect the growth of the organization</p>	<p>Completed by-laws will be accepted at Annual Meeting</p>
<p>Infrastructure Committee (Rodger, Elizabeth, Robert S, Therese) will spearhead this effort</p>	<p>Committee will be formed by the Annual Meeting</p>	<p>We will have a steady stream of new blood; we will have a forum through which to develop new leadership; we will have a consistent communications program; we will have more people taking ownership of the work; board members will feel less overwhelmed; the work is being carried by a larger group of people; communication between board and membership will be improved</p>	<p>Each committee will have both board and non-board members on it; each committee will have clear guidelines and goals; each committee will be active; each committee will report to the board on a quarterly basis</p>

<p>There needs to be a point person - one person from each committee needs to be on this task force, along with the Treasurer. (NOTE: Rodger LOVES asking people for money!) Also, may want to work with a fundraising consultant to create a plan and get it off the ground.</p>	<p>After the Annual Meeting (spring, summer)</p>	<p>More money! We'll cover our operating expenses so they don't have to come out of membership so membership \$ can go straight to programming. We can pursue new opportunities for poetry/spoken word (ex: dual language program, etc.)</p>	<p>The amount of money we raise</p>
<p>Channels - on Facebook. Sarah recommends adding Twitter. Website is fine as is. Create a communications plan for year. Update the Worcester Review website. (SEE JOB DESCRIPTION) (Need to set out "rules of engagement")</p>	<p>Fill admin and social media positions -- post position in March, interview in April, hire in May</p>	<p>Regular and timely presence on social media, the website will be continually updated and accurate, the board will become a strategic thinking group instead of running the day-to-day operations, our community and members will be better informed, it will help grow our community</p>	<p># and consistency of posts on social media, social media analytics, # of communications to members</p>
<p>Run these questions by the board, change/add as needed</p>	<p>Bring questions to March board meeting, ask for input, vote to approve</p>	<p>We will be more deliberate about what we do and don't take on. This will allow us to be more consistent in the quality (and quantity) of projects we execute and deliver on what we say, which will in turn increase trust and enhance our reputation. Board members will feel less stressed, less scattered.</p>	<p>Quality projects. Follow through. Increased trust. Enhanced reputations. Less stress.</p>
<p>Geographic expansion - keep it simple, reach out to area libraries when creating programming.</p>	<p>Ongoing: year-round</p>	<p>Participants and members will be comprised of more young people, people of color, people who write/speak different kinds of poetry, and people from towns/cities outside of Worcester.</p>	<p>Diversity - in age, types of poetry, ethnic and racial diversity, and geography.</p>