



Executive

General Status Update

- Two major organizational changes with the Programs Realignment and Development vacancy have created opportunities to strengthen our program and revenue work as well as contributing to a culture of accountability, collaboration and respect.
- Working within the new expectations of EPA on Board appointments has been time-consuming and slowed the pace of filling vacant positions. We will continue to navigate and provide updates to the Board.
- Brighter Strategies has been hired to lead NEEF's strategic planning efforts. Through August 2019, we will be working with them to craft an outlook for NEEF's over the next three years.

Major Developments & Opportunities

- Staff changes, additions and departures, while challenging at times, has resulted in a net positive impact on the overall staff culture and our ability to sharpen our focus, impact and accountability.
- We met with the EPA Administrator and signed the first MOU between our organizations to support work on food waste and recovery, healthy schools, lead mitigation and marine debris.
- We have refined our Vision, Mission, Purpose, and Impact statements. This foundational change will support our efforts across all departments and sharpen our focus on messaging/audiences, program goals, revenue opportunities and measurement to support impact.
- The re-organization of the Programs departments into a single unit under Sara Espinoza was well-received by staff in the department and throughout the organization. In just a few months the Program work is more focused and collaborative with a unifying vision for our work. This has positively impacted staff morale and will ultimately support our fundraising efforts.
- The departure of Evelina Erickson has provided an opportunity to upgrade the Development position to VP.
- For strategic planning, we are currently in the discovery phase, which entails gathering information about NEEF both internally and externally. The team has gathered feedback through staff interviews, a stakeholder survey, and interviews with select stakeholders.
- The work with the Ex-Officio board continues with a focus on 1:1 meetings and working to recruit a few new members from Department of Education and Agriculture.

On the Horizon and Intended Results

- Continue to work with EPA staff to develop a smoother and timelier approach for board vetting and appointments. Based on lessons we've learned through this process and other challenges, we are reviewing and updating the bylaws and other board policies.
- Once we hire a VP of Development, we will have a revenue retreat with members of the LT team to review our current status and create a short and long term revenue development plan. This will also include the revenue modeling work we have been doing with Cordia.
- The upcoming board meeting on May 8th will be led by Brighter Strategies and will be the beginning of discussions for our three-year strategic plan. This meeting will focus on opportunities and future directions for NEEF. Soon after, on May 21st, staff will build on the board's work by building strategies around the board's guidance. By June, a draft plan will start to take shape, with a final being delivered by August.

Longer Term Activities

- Finalizing the Strategic Plan, sharing with stakeholders and integrating the execution plan into FY20 organizational and staff goals.

Challenges

- Working to fulfill the activities outlined in the EPA MOU is a challenge due to lack of funding and alignment between the EPA individual offices and political staff.
- As noted, working with EPA to develop a timely and robust process for board nominations that meet both NEEF and EPA's criteria is a challenge.
- While we have made progress in building a more robust pipeline for corporate support, we still need to close new deals. In addition, we don't have a vibrant foundation pool for support. We have developed a plan, but it needs staff leadership, research and attention from a Vice President, Development.
- While we upgraded the Development position to VP, it has been difficult to find a candidate with the skills and cultural fit needed for success. It is the last piece of the puzzle to compliment a strong Leadership Team, but one of the most difficult to fill.

Opportunities for Board Engagement

- Continued support to help identify funding opportunities is appreciated and we have recently made some progress with these leads (Royal Caribbean, United Airlines, 3M, and Kimberly Clark).
- Continued input into possible board candidates that meet our criteria for high-level, diverse, engaged individuals with a passion for our work.

- As part of our strategic planning, a board advisory group has been formed consisting of Shannon Schuyler, Jennifer Harper-Taylor, Kevin Butt, and Megan Reilly Cayten. We welcome your thoughts and involvement throughout the process. The board will be specifically engaged at the board meeting on May 8th, but also as we develop the actual strategic plan document.



Programs

General Status Update

In January 2019, NEEF consolidated the Program Services and Research & Best Practices departments into one Programs department. This change in structure is allowing NEEF to streamline processes, improve collaboration, and eliminate duplication of roles and responsibilities. The newly unified Programs department and members of the leadership team held an off-site retreat in February 2019 to discuss norms and expectations and review our goals and priorities. We also articulated an overarching vision to guide and align our work across program areas:

- *NEEF leads with people.* Many organizations lead with the environment and view people as a problem. NEEF views people's actions as critical to improving their lives and the health of the planet. We convey positive messages to motivate action, rather than leading with fear, shaming, or negativity.
- *NEEF is democratizing the movement.* We are committed to diversity, equity, and inclusion. We welcome people of all backgrounds, geographies, and socioeconomic statuses, regardless of their motivation. We provide information and experiences that connect people to the environment in ways that are relevant to their daily lives.
- *NEEF partners with trusted messengers.* We deliver information and experiences through people and organizations the public trusts.

Major Developments & Opportunities

Employee Engagement

- NEEF is working with International Paper to identify and test strategies for engaging hourly employees in sustainability initiatives. We conducted on-site interviews with hourly employees at a paper mill and a recycling plant in Springfield, OR, and have additional site visits planned to inform the development of volunteer and educational events for employees. NEEF will report on case studies and promising strategies, and provide a tool to guide IP sites in developing sustainability activities that are inclusive of hourly employees.

Engagement Campaigns

- NEEF partnered with 22 member aquariums of the Aquarium Conservation Partnership (ACP) to design and deliver the First Step 7-Day Plastic-Free Challenge. The challenge utilized text messaging to motivate aquarium visitors to commit to seven actions to reduce their use of single-use plastics throughout the span of a week. Starting November 1, 2018 and ending April 22, 2019, the campaign engaged 165,000 aquarium visitors, with 6,000 taking part in the 7-Day

Plastic-Free Challenge. A post-challenge survey showed that 70% of participants planned to continue actions on their own, and 77% planned to take additional steps to reduce their use of single-use plastics.

Greening STEM

- During National Environmental Education Week (April 22-26, 2019), NEEF launched an updated Greening STEM toolkit that defines NEEF's place-based learning model. Development of the toolkit included conducting focus groups with middle school educators to refine the content and its presentation. A web-based Greening STEM hub was developed to house current and future Greening STEM resources.
- On April 24, 2019, NEEF facilitated a professional development workshop with collaborative partner NIEHS to introduce Greening STEM, Hands on the Land, and NEEF to a cohort of North Carolina teachers.

Health & Wellness

- NEEF's tailored educational session for school nurses, "Creating Asthma-Friendly Environments and Promoting Access to Guidelines-based Care for Children with Asthma," launched on the National Association of School Nurses Learning Management System in November 2018. Within two months, 393 school nurses completed the training, potentially impacting 393,000 students.
- Cerner Corporation, a major provider of health information technology across the US and abroad, has integrated NEEF's Environmental History Form into their electronic medical record systems, making it easier for health care providers to work with patients and caregivers to address indoor and outdoor triggers of asthma. As of February 2019, Cerner reported 28 hospitals in the US, Canada, and Australia have accessed NEEF's Environmental History Form.
- With US Forest Service funding, NEEF awarded a total of \$32,200 to ten grantees. Funds will support health promotion activities that will also help restore and protect America's forests. Activities will mobilize a diverse community of volunteers, primarily youth and families from Latino/Hispanic communities, and educate participants about how protecting local public lands benefits people's health.

Public Lands Engagement

- NEEF signed MOUs with four organizations to support our public lands engagement work at the national and local levels. New partners for 2019 include The National Wilderness Stewardship Alliance, The Adventure Cycling Association, The American Hiking Society, and Virginia State Parks. We will soon finalize MOUs with two additional national conservation organizations: The Student Conservation Association and Corazón Latino.
- NEEF launched National Public Lands Day (NPLD) resources and site registration in mid-April 2019, almost ten weeks earlier than we did last year. This change has been very well received by NPLD sponsors and partners, as well as NEEF staff. Having a longer lead-time for NPLD allows us to better coordinate and maximize pre-NPLD marketing and communications efforts.
- With TOYOTA funding, NEEF awarded a total of \$100,000 to 13 Every Day Events Grantees. Grantees will host 2-3 events which will: 1) restore public

- lands; 2) make lands more resilient to future threats; and 3) educate and engage the public on practices they can apply to mitigate the impact of natural disasters.
- With TOYOTA funding, NEEF awarded a total of \$200,000 to ten Restoration and Resilience Grantees. The funding supports response efforts on public lands that have recently been impacted by natural disasters. Grantee projects expand on current efforts to help restore public lands and implement ways to make those lands more resilient to future disasters. All grantees will host 2019 NPLD events.

Research & Evaluation

- To learn more about members of the public who are directly impacted by events supported with NEEF grant funding, we designed a survey instrument to collect data on demographics and knowledge, attitudes, and behaviors of event attendees. The survey was piloted with 2017-2018 event grantees and will be fielded through additional grant programs this year, including Restoration and Resilience grants and Forest Service Health and Education grants.
- NEEF built out Salesforce infrastructure to better manage our programmatic data, including custom dashboards, mapping programs, and reports. These tools have allowed NEEF staff to produce detailed reporting to funders and peers as part of the NGO cohort of CDC asthma grantees; highlight areas of potential partnership for employee engagement work with International Paper; and weave together evidence of historical and current programmatic impact to help make a compelling case to legislators for continued funding for the National Environmental Education Act.

On the Horizon and Intended Results

- A new sponsorship from Royal Caribbean will support NEEF in developing, testing, and distributing Greening STEM resources focused on ocean stewardship. Work will take place from April 2019-April 2020.
- Renewed funding from Samsung will support a Greening STEM pilot project to deliver place-based learning at a cohort of middle schools. NEEF will document the pilot through video and storytelling and develop a multiyear plan for adding relevant resources and supports to the Greening STEM Hub.
- In summer 2019, NEEF will begin the process of converting our Environmental Management of Pediatric Asthma Guidelines for Healthcare Providers train-the-trainer model into a one-hour educational eLearning course.
- We expect to finalize a new contract with EPA's Office of Wetlands, Oceans, and Watersheds in spring 2019, which will allow us to develop and distribute new multimedia content on water quality and conservation topics
- We expect to finalize a new agreement with National Park Service (NPS) in summer 2019 that will provide funding over three years to continue our work with NPS and the Department of Education to engage students at 21st Century Community Learning Center schools in place-based learning at national parks.
- We are in discussions with the board chair and new executive director of the Green Sports Alliance to position NEEF as the environmental education partner of the Alliance and its members.

Longer Term Activities

- We are exploring a partnership opportunity with Arizona State University's EdPlus to increase access to Greening STEM by using technology (gaming, virtual reality) to provide learning experiences that simulate a field experience for educators/youth who are not able to get into the field.
- We continue to explore opportunities for new funding and implementation partners, including 3M, SeaWorld/Busch Gardens, Broadway Green Alliance, the Institute for Educational Leadership, and others.

Challenges

- The government shutdown in December 2018-January 2019 impacted our ability to move forward with federally-funded projects and partnerships, especially Hands on the Land. The shutdown resulted in delays in finalizing funding agreements, which temporarily delayed some programmatic work.
- It continues to be a challenge to raise flexible funds for NEEF programs that allow us to move quickly on pilot initiatives with high value partners.

Opportunities for Board Engagement

- We welcome NEEF board member participation in National Public Lands Day, taking place on September 28, 2019. NEEF staff can help identify a site near you and facilitate speaking opportunities.
- As always, we appreciate board suggestions and introductions to organizations and companies that are aligned with NEEF's programmatic work.



Development

General Status Update

- Over the past six months, the Development Department, in conjunction with the Programs team, have been working to strengthen the funder pipeline, develop more compelling sales materials and funding benefits, and create a “library” of materials for corporate and foundation proposals to increase efficiency and reduce duplication of efforts.
- The overall Programs vision and refinement of NEEF’s program portfolio (our products) has strengthened our case for support and our appeal to donors.
- With this new approach and the departure of Evelina Erickson, FY 2019 has been a transition year to build the infrastructure, accountability, and collaboration needed to build a culture of philanthropic giving and year over year growth.
- Seven months into FY 2019, NEEF has ~\$555k in funding committed. *Note that NEEF traditionally receives the majority of its funding in the second half of the fiscal year.*
- We are projecting an overall total of ~\$3 million, dependent on loyal donors such as Toyota and Marisla, as well as promising federal contracts.
- In order to fulfill budgeted needs, however, we must raise an additional ~\$92K, primarily in unrestricted support. We are actively engaging a dozen corporate and foundation prospects to fill this gap.

Major Developments & Opportunities

- Evelina Erickson recently departed NEEF for a new opportunity. Ali Funk Olmstead is working closely with Meri-Margaret, members of the sales team, and other leadership to move new fundraising forward while fulfilling our commitments to current donors.
- NEEF’s refreshed purpose, vision, mission, and impact statements will support development efforts, in addition to alignment with the SDGs.
- NEEF continues to seek larger, multi-year agreements with general funding built in.
- Meri-Margaret and Sara made a number of corporate connections at the GreenBiz conference.
- Building on our 2018 test year, NEEF is pursuing National Public Lands Day 2019 general and employee engagement sponsorship.
- Despite turnover at VF, we are working to renew funding from the VF Foundation. Conversations with Burt’s Bees and Wells Fargo are ongoing.
- We are also collaborating with the Park Service to connect with top concession companies: Aramark, Delaware North, Forever Resorts, and Xanterra.

On the Horizon and Intended Results

- NEEF has opened new relationships with companies including 3M, Cargill, and United Airlines. *Thanks to current and former board members for assisting with these introductions.*
- As NEEF goes more public with its Diversity, Equity & Inclusion (DE&I) commitment, we will seek funding to support this work.

Longer Term Activities

- When we hire a VP of Development we will be conducting a Development Staff Retreat to review our pipeline, materials, and strategies for revenue support (corporate and foundation).
- Once the Cordia revenue evaluation is complete, this will be integrated into our Development Staff retreat, shared with Board members, and support the creation of revenue goals for FY 2020.
- The completion of NEEF's Strategic Plan will also strengthen our case for support to companies and foundations.

Challenges

- NEEF has elevated the development department head to a VP position and is seeking the right cultural fit and skill set of a proven corporate and foundation fundraiser.
- We will continue to build the pipeline in an effort to secure new funders and reduce dependence on our small pool of current donors.

Attachments

- The current **Development YTD Snapshot** is attached.
- We have also included a newer **Progress Toward Budget** document to reflect immediate needs.



Development YTD Snapshot, April 30, 2019

FY 2019 Development Progress Against Goals

FY 2019 Organizational Revenue Goals			
Category	Total Goal	Restricted	Unrestricted
Federal Government	\$ 1,499,498	\$ 1,499,498	\$ -
Corporation	\$ 450,000	\$ 272,500	\$ 177,500
Foundation	\$ 230,500	\$ 80,000	\$ 150,500
Board	\$ 10,000	\$ -	\$ 10,000
Other	\$ 40,000	\$ -	\$ 40,000
Toyota (for following FY)	\$ 750,000	\$ 750,000	\$ -
Total	\$ 2,979,998	\$ 2,601,998	\$ 378,000

FY 2019 YTD Committed (10/1/2018-4/30/2019)			Variance Committed to Goal
Total	Restricted	Unrestricted	
\$ 220,000	\$ 220,000	\$ -	\$ (1,279,498)
\$ 285,000	\$ 235,000	\$ 50,000	\$ (165,000)
\$ 10,500	\$ -	\$ 10,500	\$ (220,000)
\$ 1,000	\$ -	\$ 1,000	\$ (9,000)
\$ 38,420	\$ 23,850	\$ 14,570	\$ (1,580)
\$ -	\$ -	\$ -	\$ (750,000)
\$ 554,920	\$ 478,850	\$ 76,070	\$ (2,425,078)

FY 2019 Projected (Committed + Anticipated from loyal donors)			Funding Needed from New Prospects
Total	Restricted	Unrestricted	
\$ 1,863,457	\$ 1,863,457	\$ -	\$ 363,959
\$ 335,000	\$ 262,500	\$ 72,500	\$ (115,000)
\$ 85,500	\$ -	\$ 85,500	\$ (145,000)
\$ 3,000	\$ -	\$ 3,000	\$ (7,000)
\$ 38,420	\$ 23,850	\$ 14,570	\$ (1,580)
\$ 675,000	\$ 675,000	\$ -	\$ (75,000)
\$ 3,000,377	\$ 2,824,807	\$ 175,570	\$ 20,379

FY 2018 Development Progress Against Goals

FY 2018 Development Goals			
Category	Total Goal	Restricted	Unrestricted
Federal Government	\$ 735,000	\$ 735,000	\$ -
Corporation	\$ 1,100,000	\$ 1,065,000	\$ 35,000
Foundation	\$ 230,000	\$ 90,000	\$ 140,000
Individual Major Donors	\$ 80,000	\$ -	\$ 80,000
Board	\$ 60,000	\$ -	\$ 60,000
Other	\$ 15,000	\$ -	\$ 15,000
Total	\$ 2,220,000	\$ 1,890,000	\$ 330,000

FY 2018 YTD Committed (10/1/2017-4/30/2018)			Variance Committed to Goal
Total	Restricted	Unrestricted	
\$ 138,937	\$ 138,937	\$ -	\$ (596,063)
\$ 81,000	\$ 58,500	\$ 22,500	\$ (1,019,000)
\$ 75,000	\$ 65,000	\$ 10,000	\$ (155,000)
\$ -	\$ -	\$ -	\$ (80,000)
\$ 52,500	\$ -	\$ 52,500	\$ (7,500)
\$ 32,158	\$ -	\$ 32,158	\$ 17,158
\$ 379,595	\$ 262,437	\$ 117,158	\$ (1,840,405)

FY 2018 Final		
Total	Restricted	Unrestricted
\$ 546,434	\$ 546,434	\$ -
\$ 1,121,913	\$ 1,024,413	\$ 97,500
\$ 150,000	\$ 65,000	\$ 85,000
\$ -	\$ -	\$ -
\$ 56,350	\$ -	\$ 56,350
\$ 63,084	\$ -	\$ 63,084
\$ 1,937,781	\$ 1,635,847	\$ 301,934

FY 2017 Development Progress Against Goals

FY 2017 Development Goals			
Category	Total Goal	Restricted	Unrestricted
Federal Government	\$ 1,260,000	\$ 1,260,000	\$ -
Corporation	\$ 1,020,000	\$ 1,020,000	\$ -
Foundation	\$ 808,000	\$ 225,000	\$ 583,000
Board	\$ 67,600	\$ -	\$ 67,600
Other	\$ 19,400	\$ -	\$ 19,400
Total	\$ 3,175,000	\$ 2,505,000	\$ 670,000

FY 2017 YTD Committed (10/1/2016-4/30/2017)			Variance Committed to Goal
Total In-Hand	Restricted	Unrestricted	
\$ 285,850	\$ 285,850	\$ -	\$ (974,150)
\$ 206,000	\$ 182,500	\$ 23,500	\$ (814,000)
\$ 150,000	\$ 90,000	\$ 60,000	\$ (658,000)
\$ 53,750	\$ -	\$ 53,750	\$ (13,850)
\$ 11,409	\$ -	\$ 11,409	\$ (7,991)
\$ 707,009	\$ 558,350	\$ 148,659	\$ (2,467,991)

FY 2017 Final		
Total In-Hand	Restricted	Unrestricted
\$ 931,212	\$ 931,212	\$ -
\$ 982,000	\$ 950,000	\$ 32,000
\$ 225,000	\$ 90,000	\$ 135,000
\$ 60,250	\$ -	\$ 60,250
\$ 17,538	\$ -	\$ 17,538
\$ 2,216,000	\$ 1,971,212	\$ 244,788

FY 2016 Development Progress Against Budget

FY 2016 Development Goals	
Category	Total Goal
Federal Government	\$ 1,090,665
Corporation	\$ 1,144,400
Foundation	\$ 608,221
Board	\$ 65,000
Other (Exa: EarthShare, workplace giving, Individuals)	\$ 520
Total	\$ 2,908,806

FY 2016 YTD Committed (10/1/2015-4/30/2016)			Variance Committed to Goal
Total In-Hand	Restricted	Unrestricted	
\$ 295,786	\$ 295,786	\$ -	\$ (794,879)
\$ 156,215	\$ 130,215	\$ 26,000	\$ (988,185)
\$ 641,874	\$ 581,874	\$ 60,000	\$ 33,653
\$ 58,250	\$ -	\$ 58,250	\$ (6,750)
\$ 4,826	\$ -	\$ 4,826	\$ 4,306
\$ 1,156,950	\$ 1,007,875	\$ 149,076	\$ (1,751,856)

FY 2016 Final		
Total In-Hand	Restricted	Unrestricted
\$ 1,378,287	\$ 1,378,287	\$ -
\$ 956,215	\$ 930,000	\$ 26,215
\$ 1,213,874	\$ 678,874	\$ 535,000
\$ 64,000	\$ -	\$ 64,000
\$ 28,069	\$ -	\$ 28,069
\$ 3,640,445	\$ 2,987,161	\$ 653,284



Progress Toward Budget

April 30, 2019

Budget Categories	FY19 Budget (includes Fed carryover)	Non-Carryover Revenue for FY19 Budget	Committed	Projected (Committed + Anticipated from loyal donors)	Variance Projected to Budget	
Federal Government	\$ 1,706,598	\$ 1,499,498	\$ 220,000	\$ 1,863,457	\$ 363,959	24%
Corporate-Restricted	\$ 210,223	\$ 210,223	\$ 235,000	\$ 262,500	\$ 52,277	25%
Corporate-Unrestricted	\$ 117,500	\$ 117,500	\$ 50,000	\$ 72,500	\$ (45,000)	-38%
Subtotal: Corporate	\$ 327,723	\$ 327,723	\$ 285,000	\$ 335,000	\$ 7,277	
Foundation-Restricted	\$ 27,722	\$ 27,722	\$ -	\$ -	\$ (27,722)	-100%
Foundation-Unrestricted	\$ 150,000	\$ 150,000	\$ 10,500	\$ 85,500	\$ (64,500)	-43%
Subtotal: Foundation	\$ 177,722	\$ 177,722	\$ 10,500	\$ 85,500	\$ (92,222)	
Board	\$ 10,000	\$ 10,000	\$ 1,000	\$ 3,000	\$ (7,000)	-70%
Misc	\$ 38,383	\$ 38,383	\$ 38,420	\$ 38,420	\$ 37	0%
SUBTOTAL: DEVELOPMENT FOCUS	\$ 553,828	\$ 553,828	\$ 334,920	\$ 461,920	\$ (91,908)	
Contributed Service	\$ 30,000					
Restricted carryover	\$ 924,399					
NEEA carryover	\$ 870,200					
Total	\$ 4,085,025	\$ 2,053,326	\$ 554,920	\$ 2,325,377	\$ 272,051	13%



Marketing and Communications

General Status Update

The Marketing & Communications team has been focusing on improving our efficiency, collaborating with the Project Directors on programs/initiatives, establishing measurements and metrics for our events/initiatives, evaluating our communication channels, assessing our Marcom team skills, and increasing the engagement with our audience:

- **EE Week:** We planned and executed EE Week 2019 and worked closely with partners (Project Learning Tree, Science Buddies, Cornell University, among others) to expand the audience engagement from last year. We also collaborated with EE team to develop the “Greening STEM hub”, which we will continue to build out and use for subsequent EE week activities.
- **Audience:** We are examining our prior research into NEEF’s audience and working with our strategic planning team to better understand and define target audiences.
- **SOPs:** We continue to establish standard operating procedures and analyze where our team needs training and where it is advantageous to work with third-party suppliers
- **Collaboration with Program Directors:** We have been collaborating closely with Program Directors to make sure we are planning and aligning our activities to better promote their activities through our newsletter and social media.
- **DEI:** We were part of the DEI team and developed the definition, supporting language, website text, and articles for external websites we plan to publish.
- **Articles:** We have increased the number of stories we are writing about our grantees, which have been included in our newsletter and on social media.
- **Surveys:** We have developed multiple surveys for our NEEF audiences to better understand their interests.
 - Surveyed NEEF Weekly readers to get feedback on the NEEF Weekly. The suggestions were implemented and gave rise to our new newsletter.
 - Surveyed NEEF grantees on working with NEEF Grant team (Similar to a Net Promoter Score type survey)
 - Surveyed EE Week registrants from past years for feedback on the types of materials and information they were looking for during EE Week 2019, and used it to update our infographics and toolkits.
- **Annual Report:** Working with Development to get FY2018 Annual report out in Q3.
- **Social Media Evaluation:** We have been evaluating our social media channels and deciding those which we should invest time and those to phase out or merge. We have also increased our presence on LinkedIn, based on the superior options for targeted promotion.
- **Design work and Infographics:** We have rewritten and redesigned our GoSheets (one page promotional sheets), updated the PowerPoint templates, and have developed various infographics for Development and Programs presentations, news

stories, and EE Week. Doing this type of work in-house has not only resulted in a cost savings for NEEF, but has added value and professionalism to our external communications.

- **SEO:** We are working on an SEO plan to coincide with the development of a new website.
- **Team evaluation:** We are evaluating skills and job descriptions to ensure our team is proficient in skills necessary to perform their job and, if not, provide training.

Major Developments & Opportunities

- **Updated Statements:** With the help of Actio, the NEEF team and Board input, we were able to refine our Mission, Vision, Positioning and Impact statements. We have updated our website and other communications.
- **EE Week 2019:** Starting on Earth Day, April 22, and running until April 26, EE Week 2019 saw greater success than last year, and served as the launching pad for our Greening STEM hub. We required visitors to register to access this area of our website that served as a primer for educators wanting to establish a “Green Team”. Future EE Weeks will add to this area.
 - *EE Week mailers:* Our goal was to increase the Open Rate, Click-through-rate and the Click-to-Open Rates by 10% each. We actually increased by these rates by **66.4%, 87.5%** and **52%** respectively.
- **NEEF Connect:** In May, we launched the new, monthly newsletter, **NEEF Connect**. Based on NEEF Weekly reader feedback, we developed a newsletter with a broader focus that aims to more comprehensively tell the story of our work by including information about health, education and grants, while still providing practical information on engaging and protecting the environment.
 - **Engagement:** Our click through rate and open rate were comparable to the NEEF Weekly, however, the click-to-open-rate (CTOR) of the NEEF Connect was slightly higher (9.6% vs 9.9%). Our goal CTOR is 10.4%, so this is a good step towards that.
 - We have created distinct categories for our articles (health, conservation, education) to help us evaluate click-through (which story grabbed people’s attention?) and adjust our story list to maximize interest.
- **NPLD:** Work on NPLD has already begun, and we have updated the promotional toolkit and collaborated with the Program Director to establish solid partnerships for this year’s events. We worked together to craft MOUs and communication deliverables that will amplify our network and, subsequently, audience.

The Click-to-Open Rate (CTOR) is a metric that compares the number of people that opened the email to the number that actually clicked and is a good indicator of how interesting people find your stories.

On the Horizon and Intended Results

- We are looking forward to the results of NEEF's strategic planning, since the results will guide our positioning statement(s) and marketing plan.

Longer Term Activities

- We are already working on an RFP for a new website. This will be a long, challenging, and crucial task for Marcom.

Challenges

- We are working to create a clear positioning for NEEF as an organization, and potentially for the different program areas.
- Our current website is extensive and not organized in any logical fashion. There are a multitude of links (external and internal) that will need to be analyzed and redirected to maintain our Google ranking.
- We will also need to develop a comprehensive SEO plan from scratch to coincide with our website development. This is critical and has never been done, so we will need to revise all of our existing pages in accordance with our SEO goals.

Opportunities for Board Engagement

- The board weighed in on the new Mission, Vision, Purpose, and Impact and it was incredibly insightful and helpful. Thanks to everyone.



Administration and Finance

General Status Update

- We are currently in the process of hiring a new VP, Development specializing in fundraising from corporations and foundations.
- We have hired a new Coordinator, Programs to support three program areas: grantmaking, data collection and evaluation, and events.
- Yomna Nassar started as the CDC Intern in March. Yomna is a student at the University of Maryland.
- TaKeisha Walker and Evelina Erickson left NEEF in January and March 2019.
- A new organizational structure was implemented in January 2019. In the new structure, Grants Administration is now an arm of finance & administration, and Isabel Spake is supervised by Nancy. New org chart attached.
- The Budget vs. Actuals report and Balance Sheet from October 2018 - March 2019 is attached, reflecting half of the fiscal year.

Major Developments and Opportunities

- We have successfully implemented paperless timesheets and bill paying platforms.
- The audit for FY2018 is complete and approved by the audit committee. The 990 draft has been received and will be submitted for board approval in the next 6 weeks.
- The indirect cost negotiation documentation has been submitted for our final 2018 and provisional 2020 rate. We currently have a provisional 2019 rate that will be finalized next year.
- We have received our full appropriations funding from EPA for FY2019.
- We are working with a new insurance broker to update our liability, D&O, worker's comp, and auto insurance plans to result in cost savings and appropriate levels of coverage for the organization.

On the Horizon and Intended Results

- In Q3 we will roll out a new DE&I web page that conveys NEEF's commitment to DE&I, statistics for NEEF's efforts around DE&I, and examples of implementation in our work and office culture.
- We continue to meet with Cordia to develop a 3-year revenue growth model to better project NEEF's capacity.

- An inventory of NEEF's hardware and software has been developed. A staff survey to assess software that will support efficiency of our operations and outreach will be distributed in the third quarter of FY2019.
- We are preparing for DC's Paid Family Leave tax mandate in 2019 and rolling out the new leave benefit to staff. Benefits will become available in 2020.

Longer Term Activities

- Continue DE&I implementation internally and externally.
- Develop a new annual appraisal process that is reflective of the accountability outlined in the FY2019 departmental objectives and individual work plans, and determines promotions and pay increases. A review and update of staff titles and job descriptions will set the framework for establishing equitable salary bands across the staff.
- In Q4 develop an employee retention plan, including a system of gathering and following up on staff feedback, which will allow NEEF to have the staff needed to accomplish its goals.

Challenges

- Revenue is always a concern, and additional funding for this fiscal year is needed. Working with Cordia, we will develop a revenue growth model for FY20 and beyond.