



New Jersey Coastal Resilience Collaborative Organizational Structure & Operating Procedures 2024 Update

The Operating Procedures outline below innumerate how New Jersey Coastal Resilience Collaborative (NJCRC), a collaborative initiative of many diverse organizations, will function.

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NJCRC PURPOSE STATEMENT

The New Jersey Coastal Resilience Collaborative is a network established to foster sustainable and resilient coastal communities and ecosystems by generating informed action.

NJCRC VALUES

The work of the Collaborative reflects the following principles and values:

1. **Cross-sector Integration** – The Collaborative’s success is contingent upon adequate blending of actions, planning, outreach, and education from multidisciplinary individuals that, as a group, meet to pursue the common goal of fostering resilient coastal communities through generating informed action. This integration of strategies consists of, but is not limited to, ecological, planning, economic, and business elements that are all considered and connected.
2. **Transparency** – Openness is critical for partners to effectively work together and build trust with each other and with communities.
3. **Information Sharing** – The success of the Collaborative is dependent upon the active sharing of information so that partners can learn and leverage from each other’s successes and failures, avoid duplication, and collectively and efficiently meet the goals of the Collaborative.
4. **Active Participation** – The Collaborative will only succeed with the active support and participation of its partners. Active participation and leadership on key initiatives is expected of all partners to the extent that time and funding permits.
5. **Mutual Support** – Partners should respect and support each other and always seek to nurture a team ethic to enhance internal cooperation, and to maximize benefits for external partners and communities.
6. **Aspirational** – The Collaborative supports creative and innovative ideas and pilot projects to advance coastal resilience.
7. **Shared Governance** – The activities, priorities and evolving direction of the Collaborative and the leadership of its various activities will be determined through open dialogue and general consensus of the Collaborative partners.



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8. **Coordinate and Optimize Resources** – Partners will work collaboratively to optimize the use of partner organizations’ expertise, as well as to increase the Collaborative’s individual and collective capacity to address coastal resilience needs and challenges.
9. **Evidence-based Decision Making** – Partners will use information based on the best available science to assist, aid and support responsible decision making and informed action.

NJCRC GOALS

1. Economically Vital and Ecologically Sound Resilient Coastal Communities
2. Informed Decision Makers
3. A Thriving Community of Practice

USE OF COLLECTIVE IMPACT MODEL

NJCRC agrees to use the core tenants of the Collective Impact Model for cross sector collaboration. The key elements of this model include:

1. Working toward a clear shared purpose and goals.
2. Use of mutually reinforcing strategies across sectors to reach the shared purpose.
3. Commitment to identify metrics of success to show progress toward the shared purpose and goals.
4. Continuous and open communications – information sharing levels the playing field.
5. Identification of Managing Directors to manage the Collaborative operations which promote/encourage collective ownership. Managing Directors of the Collaborative will organize regular communications, assist in coordinating activities, and track progress to promote/encourage collective ownership.

PARTNER ROLES & RESPONSIBILITIES

NJCRC will be an open and welcoming Collaborative that includes both individual and organizational partners from a wide variety of fields and sectors. Special emphasis will be placed on attracting partners who are most impacted by coastal hazards. Tiered partnership levels will provide a wide array of opportunities for participation and alignment to the overall shared purpose of NJCRC. The name “New Jersey Coastal Resilience Collaborative” will be used to describe the overall collaborative effort.

NJCRC COLLABORATIVE GENERAL PARTNERS:

- ❖ Collaborative Partners work together to set collaborative purpose and goals and design/implement mutually reinforcing strategies to advance the shared purpose to the extent that aligns with each organization’s or individual mission and values. The partnership is open to



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all interested individuals, agencies/organizations and businesses who commit to working for the common good of New Jersey residents in enhancing coastal resiliency and mitigating coastal hazards.

- ❖ Collaborative partners act as an ambassador for NJCRC activities, including improved resilience practices, shared policy and project initiatives, and awareness-raising efforts.
- ❖ Communicate to coastal communities the challenges associated with climate related risks and explore the improved practices that will support efforts to enhance coastal communities.
- ❖ Support, and when applicable, endorse and communicate identified essential practice strategies in/to your community and/or to your constituencies.
- ❖ Leverage resources and communicate consistent messages regarding coastal resiliency planning and supportive strategies.
- ❖ Grow and expand the partnership by inviting others to join and helping new partners get engaged.
- ❖ Promote and/or inform policy to support improved practices in local communities and the state
- ❖ Link to the [NJCRC website](#)/resources from their organizations' website.
- ❖ Share and receive regular updates and access to best practice resources through the Collaborative's Basecamp (or similar) communications portal.
- ❖ Are invited to all full partnership meetings and have a voice in deliberations about purpose, goals activities and outcomes.
- ❖ Receive a listing on the NJCRC website as a Collaborative Partner.

NJCRC WORKGROUP PARTNERS:

- ❖ General partners are encouraged to be actively engaged in the work of one or more workgroups and other activities of the collaborative.
- ❖ Actively participate in workgroup meetings, including deciding on the content of improved resilience strategies including model practices, policies, toolkits, and evaluation systems.
- ❖ Support implementation of one or more of NJCRC resilience strategies in their organization/agency/ community.
- ❖ Receive recognition in the NJCRC newsletter and related communications and on any NJCRC published products, such as toolkits, documents, and other media.
- ❖ Receive featured opportunities to present at meetings and sponsored events.
- ❖ Non-NJCRC partners may voluntarily participate in NJCRC workgroups.
- ❖ Have access to a Basecamp (or similar) workspace to share documents and shared workgroup products.

NJCRC BOARD OF DIRECTORS

- ❖ Same responsibilities as a General partner, plus invited to be on the Board of Directors overseeing the organization, management, and direction of the Collaborative.
- ❖ Members will be selected from a list of active Collaborative and & Workgroup Partners.



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- ❖ The Board will be representative of major stakeholder groups and a cross section of interests addressing coastal resilience in N.J.
- ❖ Chairs or Chair designates of workgroups are automatically members of the Board of Directors.
- ❖ Must be able and willing to represent the needs of the full partnership over their individual/organizational needs when making decisions on behalf of the Collaborative.
- ❖ Participate in workgroups and in shared governance of the Collaborative in areas of strategic planning, monitoring progress, identifying integration across workgroups, and setting standards for collaborative work.
- ❖ Represents NJCRC to public, media, and policy makers as requested and according to procedures established by the Board of Directors.

NJCRC RESOURCE AFFILIATES

- ❖ Provide needed expertise to the Collaborative and Workgroups from time to time.
- ❖ Receive periodic updates on NJCRC activities, goals, and public events.
- ❖ Share and receive regular updates and access to best practice resources through the Collaborative's Basecamp (or similar) communications portal.
- ❖ Unable to formally join the partnership but able to provide support and expertise.

COLLABORATIVE MANAGING DIRECTORS

Managing Directors will be identified to coordinate and support the coordination of the Collaborative. Managing Directors identified to support this task are responsible for coordinating/supporting the activities of the partners in support of the shared purpose. This includes facilitating partner/workgroup communications, supporting partner outreach, and arranging training/technical assistance for partners on topics of collaboration, collective impact, and coastal resilience. The Managing Directors also ensure that there are procedures for both process and outcome evaluation for Collaborative functions.

BOARD OF DIRECTORS AND WORKGROUPS

The overall direction of the NJCRC is driven by the Board of Directors, while the vast majority of the work is done within workgroups. The workgroup structure and workplans are always directly tied to the shared purpose and goals of NJCRC. In addition to creating new content, plans, procedures, and protocols through developed workplans, workgroups will also play a critical coordinating role in the related work of partners. In line with the values of NJCRC, workgroups will leverage existing resources, broadly share lessons learned, and encourage new cross-sector partnerships that enhance coastal resiliency and mitigate coastal hazards.

Workgroups are established by NJCRC General Partners when necessary. Topics of the established workgroups are approved first by the Board of Directors to ensure actions and outcomes support the purpose of the NJCRC. Workgroups are temporarily established to work on the identified actions. The



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Managing Directors make recommendations to the Board of Directors about workgroup structure based on resource considerations for adequate staffing and need of these groups.

BOARD OF DIRECTORS

Members of the Board of Directors oversee the organization, management, and direction of the Collaborative. The Board of Directors should be comprised of members that to the extent possible reflects the make-up of the general partners of the NJCRC

Number of Directors: The number of Directors of the NJCRC shall not be less than eleven (11) nor more than twenty-two (22), each of whom shall be a partner, to the extent possible, as determined by the Board of Directors.

Composition of the Board of Directors: The Board will be ideally composed of the three (3) Co-Chairs, nine (9) at large partnership members, two (2) ex-officio members (Position based: NJ Chief Resilience Officer and a NJ Coastal Zone Management Program staff member), and one position will be added for each workgroup lead. Workgroup leads may serve as both an at-large board member and workgroup member. This dual service will result in no additional position added for the workgroup that individual represents. The Board, at its discretion, can add additional ex-officio members as needed.

Qualification for Directors: Any partner in good standing, or any qualified representative of a corporation, partnership, or other entity that is a partner, who shall have been approved by the Board of Directors, shall be eligible for election to the Board of Directors. Directors must be individuals, agencies/organizations and businesses who commit to working for the common good of New Jersey residents in enhancing coastal resiliency and mitigating coastal hazards.

Term of office: The regular term of office for a member of the Board of Directors shall be three years. Terms shall be staggered so that the term of one-third of the positions will expire annually. A Director may be reelected to successive, consecutive terms. A newly elected Director shall assume office at the conclusion of the biannual meeting at which the Director is elected.

Nomination and Election of the Board of Directors: The Co-Chairs will nominate and submit to the biannual meeting of the partners at least one nomination for each office of Director to be filled at such meeting. Co-Chairs shall receive the names of Board of Director nominees at least 30 calendar days prior to the date of the Full Partnership meeting at which a new Director will be selected. Nominations must be received in writing and include the name and resume of the person to be nominated and one recommendation in writing from a partner in good standing. If there is more than one valid nomination for a position on the Board of Directors, the election for the position shall be conducted by secret ballot, employing a method of balloting approved by the Board of Directors.

Vacancies: Vacancies on the Board of Directors may be filled by the Co-Chairs subject to confirmation by the Board of Directors. Vacancies may exist in the case of death, resignation, change in partner organization, or removal of a Director. The successor appointed and confirmed will serve the remaining term, if any, of the prior Director.



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Duties and Power: The business and affairs of the NJCRC shall be controlled by the Board of Directors, which shall have the following duties and powers:

- To establish general policy the NJCRC to conduct, manage, and control the affairs and business of the NJCRC, and to make such rules and regulations relating to the NJCRC as they deem best consistent with these Operating Procedures.
- To elect and remove the officers of the NJCRC.
- Are strongly encouraged to actively participate in Workgroups or other Committee/Leadership roles; an alternate from the same partner organization may be designated for participation.

Board alternates: If a member of the Board of Directors wishes to designate an alternate (alternate) to attend one or more meetings of the Board of Directors or other committee of the NJCRC on the Director's behalf, the designation must be made in writing and delivered to the Co-Chairs prior to the beginning of the applicable meeting. An alternate must be a partner in good standing of the NJCRC and shall have voice and vote as a member of the Board of Directors at the meeting or meetings specified in the writing. Written designations of alternate shall expire on the date set forth in the request or at the end of the calendar year when granted, whichever occurs first.

CO-CHAIRS

Co-Chairs will lead the NJCRC in vision and business, functioning as an executive committee of the Board of Directors and serving as external leadership. The Co-chairs should be comprised of members that to the extent possible reflect the make-up of the general partners of the NJCRC.

Number of Co-Chairs. The number of Co-Chairs of the NJCRC shall be three, each of whom shall be a general partner, to the extent possible, as determined by the Board of Directors.

Qualification for Co-Chair: Any partner in good standing, or any qualified representative of a corporation, partnership, or other entity that is a partner, who shall have been approved by the Board of Directors, shall be eligible for election to Co-Chair. Co-Chairs must be individuals, agencies/organizations, and businesses who commit to working for the common good of New Jersey residents in enhancing coastal resiliency and mitigating coastal hazards.

Term of office: The regular term of office for a Co-Chair shall be three years. Terms shall be staggered so that the term of one of the positions will expire annually. A Co-Chair may be reelected to successive, consecutive terms. A newly elected Co-Chair shall assume office at the conclusion of the biannual full partners meeting at which the Co-Chair is elected.

Nomination and Election of Co-Chairs: Formal nominations for new Co-Chairs will be made by the existing Co-Chairs to the Board of Directors. Approval of the new Co-Chair will be by majority consensus of the Board of Directors. The Board of Directors shall receive the names of Co-Chair nominees at least 10 calendar days prior to the date of the Board of Directors meeting at which a new Co-Chair will be selected. Co-Chair nominees must be a member of the Board of Directors in good standing or any qualified representative of a corporation, partnership, or other entity that is a partner who shall have been approved by the Board of Directors. If there is more than one nomination for a single Co-Chair, the



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election for the position shall be conducted by secret ballot, employing a method of balloting approved by the Board of Directors.

Vacancies: Vacancies of Co-Chairs may be filled by the Co-Chairs subject to confirmation by the Board of Directors. Vacancies may exist in the case of death, resignation, or removal of a Co-Chair. The successor appointed and confirmed will serve the remaining term, if any, of the prior Director.

Duties and Power: The business and affairs of the NJCRC shall be controlled by the Board of Directors. The Co-Chairs shall have the following additional duties and powers:

- Assume the duties of Board of Directors during the interim between meetings of the Board, and shall perform other such duties as delegated by the Board of Directors from time to time. The Co-Chairs may decline to accept duties imposed on them by the Board of Directors and may act subject to the approval of the Board of Directors.
- Co-Chairs will be required to nominate members to the Board of Directors with the Board's input and will be required to organize and confirm Directorship positions.
- Co-Chairs are required to support NJCRC Managing Directors and assist in the overall operation of the NJCRC.

Co-Chair alternates: If a Co-Chair wishes to designate an alternate (alternate) to attend one or more meetings of the Board of Directors or other committee of the NJCRC on the Co-Chair's behalf, the designation must be made in writing and delivered to the remaining Co-Chairs and Managing Directors prior to the beginning of the applicable meeting. An alternate must be a partner from the same partner organization in good standing of the NJCRC. Alternates may attend as a Director and will have voice and vote as a member of the Board of Directors at the meeting or meetings specified in the writing, they will not have power of a Co-Chair. Written designations of alternate shall expire on the date set forth herein or at the end of the calendar year when granted, whichever occurs first.

WORKGROUPS

Establishing a Workgroup – interested General Partners or Resource Affiliates should contact the Board of Directors and Managing Directors to inquire about establishing a workgroup. A Workgroup lead will need to volunteer to lead workgroup assignments. The Board of Directors makes the final assignment.

Each Workgroup will have a Lead, and/or Co-Leads, determined by the partners establishing the workgroup with approval from the Board of Directors.

The duties of the Workgroup Leads include:

- Run workgroup meetings and report out results of meetings and developed products to the Board of Directors and full partnership.
- Define and manage workgroup actions and work, consistent with shared purpose, goals, annual workplan and evaluation measures.



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- Ensure one workgroup partner is an active partner of the Board of Directors and acts as the liaison between the workgroup, the Board of Directors, and other workgroups. This is a critical role which ensures integration of efforts across workgroups and toward the shared purpose.
- If needed, resolve conflicts between workgroup partners and the shared purpose, goals, and annual workplan.
- Review and recruit workgroup partnership with support of the Managing Directors. Managing Directors will ask workgroup leads to define the expertise and diversity needs of the workgroup and will help coordinate recruitment.

COMMUNITIES OF PRACTICE

To continue building partnerships and bringing interested parties to the table to make resilience a priority, General and Workgroup Partners and Resource Affiliates are encouraged to reach out to others within the Collaborative and outside groups and individuals with shared interest and/or expertise to create *Communities* of practice networks.

These *Communities* share interest, expertise, and/or experience in specific topic areas. These *Communities* help enhance the way NJCRC partners work and leverage the work of others. They make informed decisions together, as a Collaborative, to progress their work.

If interested in joining any of the existing *Community* of practice, contact the Managing Directors

MEETINGS OF THE COLLABORATIVE

BOARD OF DIRECTORS

The Board of Directors will meet quarterly, either face to face or virtually. Virtual meetings (conference call or web based) should have very limited and focused agenda items and last no more than 1.5 hours.

In advance of the quarterly meetings, the Co-Chairs working with the NJCRC Managing Directors will establish the meeting agenda. During the meeting the Co-Chairs will:

- Facilitate meeting discussions and decision making.
- Vet recommendations for new Board of Director members before approval by full Board of Directors.
- Appoint Workgroup Leads, Board members, and Co-Chairs.

The standard agenda for the Board of Directors meeting will address critical decision points appropriate to that time:

- Strategy Revision/Updates – Related to the shared purpose, goals and outcomes;
- Monitoring and updating the shared purpose, goals, and scope of work consistent with the resources available;



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- Discussion of Board progress on goals and workplans combined with opportunities for integration of efforts across workgroups;
- Review of policy issues that may require an integrated position from the Full Partners of the Collaborative;
- Identification and follow-up on new partner recruitment priorities that ensure broad-based representation of key stakeholder groups;
- Workgroup updates on progress made toward their goals and objectives and presentation of resulting product(s) for committee deliberation and approval;
- Managing Directors' report on findings from Board of Director requests and discussion of infrastructure capacity issues and administrative work to support collaborative efforts, and the progress on increasing/leveraging investments in this work at both the Collaborative and community level.

CO-CHAIRS

The Co-Chairs and Managing Directors will meet monthly, either face to face or virtually. Each meeting should last no more than one hour. The purpose of the Co-Chairs meeting is to oversee the operation and management of the Collaborative between Board of Directors quarterly meetings. Standard duties of the Co-Chairs are, but not limited to the following:

- Work with Managing Directors to develop content and agendas for upcoming Board of Directors and Full Partnership meetings;
- Work with Managing Directors to advance action items identified in Board of Directors meetings;
- Aid Managing Directors in the identify external funding, informational resources, tools, and experts that can help advance the mission of the Collaborative;
- Make decisions on behalf of the Collaborative on issues that need to be addressed prior to the next quarterly meeting of the Board of Directors; and
- Call special meetings of the Board of Directors as needed between quarterly meetings.

FULL PARTNERSHIP

Meetings of the full partnership will be held biannually to develop and review yearly workplans, including workgroup activities and to review and celebrate progress made on goals and to engage partners on policy issues and in workgroup activities.

All levels of partners/affiliates are invited to the full partnership meeting.

- The Board of Directors set the agenda for full partnership meetings with input from the Co-Chairs and Managing Directors.
- The Managing Directors or willing partners handle all the logistics of scheduling, planning, and communication with partners regarding the full partnership meetings.



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- Workgroup partners are invited to play a featured role in the meetings, including presenting workgroup actions, technical training, and product(s) to the full partnership.
- Resource Affiliates are invited to attend and present, as applicable, but do not participate in deliberations and consensus building around purpose, goals, and policy or other decisions.
- The Co-chairs with the support of the Managing Directors facilitate the meetings.

DECISION MAKING PROCESSES AND ROLES

OVERVIEW

All decision making at full partnership meetings will use a consensus-based process. All items requiring decision making by the Board of Directors or a Workgroup will be addressed at an appropriate meeting of either the workgroup or Board of Directors. All meetings requiring a decision to be made will be noticed to all members with sufficient time to respond and attend and will provide time for open discussion among the involved partners. If a decision is required that does not allow for sufficient time to convene a meeting, decisions can be made through electronic communication (email and/or Basecamp).

In the event there is not a unanimous consensus, partners can go on record disagreeing with the proposed action but allow it to move forward as a Collaborative decision – the “I can live with it but can’t officially support it” rule.

In the event a partner disagrees with the proposed action and does not consent to it moving forward, a decision will be made on whether and how to continue forward. Discussion will continue to find alternative options for reaching consensus.

Should the issue at hand absolutely require a decision before the opportunity for further discussion or consideration of alternatives at the next meeting, the decision can be submitted for a vote. The voting process would:

- Include those who have attended three consecutive meetings,
- Need a super majority (2/3rds) of above to approve, and
- Be used only in limited circumstances and not as a routine decision-making practice.

Partners who disagree with decision/actions/positions are asked to clearly distinguish between the decision of the Collaborative and the position of the partner organization. While every organization may have a different position, when speaking for or about the Collaborative, partners will honor the consensus of the partners and unique positions of partner organizations. Partners understand and affirm the distinction between collective action and individual organizational action.

Partners are encouraged to speak about their organization’s membership and role in the Collaborative and specific work the Collaborative is pursuing. However; in no instance may a partner organization speak about or promote a position on a topic that the Collaborative has yet to reach a consensus on or is



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contrary to prior approved consensus statements about a specific topic. Intentionally doing so may be grounds for removal of the partner from the Collaborative.

DECISION MAKING ROLES

Item	Who Makes the Decision
Purpose, Goals, Outcomes	<ul style="list-style-type: none"> ● Board of Directors has final authority on these items with robust review and input from general partners. ● The Managing Directors facilitate the process, solicit expert advice, and provide initial recommendations for consideration.
Annual Workplans	<ul style="list-style-type: none"> ● The Managing Directors will work with the Board of Directors to develop annual workplans and allocate staffing and budget resources to support the workplans based on available capacity and resources. ● Workgroups design and decide the Annual Workplan for their group, aligned with purpose statement, goals, and outcomes of both the Workgroup and NJCRC. The Board of Directors does a final review solely to ensure integration across all workgroups and resolve any duplication or potential conflicting tasks/use of resources.
Grant design and submission	<ul style="list-style-type: none"> ● The Managing Directors and any partner organization should seek Board of Director endorsement of funding requests for organization and management, as well as for relevant work that advances the purpose statement and shared goals of NJCRC. Board of Directors may also be queried for input on such.
Conflict resolution	<ul style="list-style-type: none"> ● Conflicts between partners, workgroups, the Managing Directors, or each other should be resolved directly whenever possible using a win/win focus. If it cannot be resolved between the original parties, the Board of Directors is the final arbiter of partner or group conflict. ● If a conflict between a partner organization and the Collaborative, its partners, or workgroups cannot be resolved in an amenable way, the Board of Directors can, at its discretion, remove the partner organization from the Collaborative. ● The Managing Directors should be apprised of all potential and actual conflict situations but are not responsible for conflict resolution, other than providing advice and support to the parties.
Disclaimers	<ul style="list-style-type: none"> ● Partners are free to go on record disagreeing with a decision/action/positions of NJCRC and remain a partner in good standing. See the Overview above for guidance on handling disagreements by individual partners.



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PARTNER USE OF NAME AND LOGO

All individual and organization partners are encouraged to identify themselves as **partners of** the NJCRC on their own materials, correspondence, and web sites/social media. Use the name and logo only in its complete form and add the phrase “partner of”. It must be consistent in all forms of communication including literature, public relations, presentations, newsletters, correspondence, and advertising. The logo and name may not be modified in any way except that it may be proportionally reduced or enlarged in size to fit the space available, as long as it meets the standard for minimum size. Distortion of the logo in any way is unacceptable.

No partner, other organization, or entity may identify the logo/brand as their own. From time-to-time partners may wish to co-brand events or materials related to this effort. Approval must be obtained when the logo is going to be used as part of a marketing campaign and/or applied to promotional pieces such as hats, clothing, water bottles, etc. The Managing Directors will notify the Co-Chairs of logo use requests and if approved provide logo use requirements.

GLOSSARY OF TERMS

Coastal Community – The populations (people, flora, and fauna) that occupy the land surrounding a tidally influenced area, and the coastal and estuarine habitat in which they thrive. Through the preservation of natural, historical, cultural, and economic resources, and open space, the individual community’s character and sense of place are maintained and enhanced. Efforts to support these vital components and the benefits they offer will guide communities to becoming more vibrant and sustainable.

Resilient – The capacity of coastal communities to adapt to changing conditions. This will be accomplished not only by providing equitable protections against flooding and storm damage but also through the anticipation of future coastal hazards and climate-related stressors and providing for the maintenance and assured the persistence of the character and economic vitality of the State’s coastal communities, the physical, and mental health of its citizens, and the protection of its natural resources.

Sustainable – The capability of coastal communities to maintain their natural resources at a steady level, without exhausting them, or causing severe ecological damage to the natural fiber in which they interact. Coastal communities meet their present needs without compromising their future needs.

Informed Action – Sharing the best-available, evidence-based information to foster engagement and increase public will to support efforts in enhancing sustainable and resilient coastal communities.