

Capacity Building for New Organizations

A Report Prepared for MESAS

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**Master of Public
Administration
Program**

Spring 2022

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Executive Summary

In collaboration with The Westside Institute of Salt Lake City, the Leadership Development Team of Dr. Jesús Valero's Managing Nonprofit Organization course entered into a consultative partnership with MESAS (Multicultural Experts Socializing Around Solutions) representative and current leader, Giovanni Giannoni. The intent of this partnership, and the report that follows, is to provide MESAS with key developmental guidance as the organization embarks from on an evolutionary path from its previous position as a subsidiary organization toward becoming a standalone nonprofit. The recommendations developed by this team are the result of a robust literature review of nonprofit concepts of leadership, collaboration, civic engagement, and justice and equity. The final recommendations of this report are a blend of organized procedural steps, strategic future planning, and leadership organization. They are as follows:

- 1) Regain 501c3 status
- 2) Embrace Collaborative Leadership
- 3) Strategize Community Engagement

Additionally, the report includes a review of best practices derived from similar Utah-based nonprofit and community organizations. Nine appendices are included at the end of the report, which contain templates to aid in project planning aligned with MESAS' goals and mission, official Utah guidance pertaining to starting a nonprofit, and a compiled chart of potential community network partners for MESAS.

Introduction

This report was prepared by the Leadership Development Team of Dr. Jesús Valero's Managing Nonprofit Organization course in partnership with The Westside Institute of Salt Lake City. The team, consisting of Mary Walter, Vincent Carson, and Ashley Engeler, entered into a consultative partnership with MESAS (Multicultural Experts Socializing Around Solutions), working closely with the current leader, Giovanni Giannoni.

MESAS is a small organization that seeks to promote leadership development and networking opportunities for young, multicultural adults to accomplish equitable representation in the communities in which they work. The vision of MESAS is to help underrepresented communities secure their seats at the table. They do this by hosting multicultural roundtable summits on leadership. MESAS previously worked underneath Casa Quetzalcoatl, an organization that dissolved following events beyond the control of Gio, the current leader of MESAS. MESAS is undergoing significant restructuring and rebranding after this difficult loss of leadership. Ultimately, they are hoping to become more expansive and include representation from the Black, Indigenous, and People of Color (BIPOC) community at large.

The intent of this partnership, and the report that follows, is to provide MESAS with essential developmental guidance as the organization embarks from on an evolutionary path from its previous position as a subsidiary organization toward becoming a standalone nonprofit. The recommendations developed by this team are the result of a

robust literature review of nonprofit concepts of leadership, collaboration, civic engagement, and justice and equity.

This report also includes a review of best practices derived from similar Utah-based nonprofit and community organizations, including best practices related to nonprofit management, the utilization of nonprofit networks, and ways to engage with diverse constituencies. Finally, this report includes recommendations for MESAS leadership. These recommendations are derived from the literature review, best practices from similar organizations, and the known needs of MESAS. The recommendations, in summary, are below:

- | | |
|-----------------------------|---|
| Recommendation One | Regain 501(c)3 Status
First and foremost, MESAS must achieve nonprofit status, which will enable the organization to fundraise and work in networks with other organizations. |
| Recommendation Two | Embrace Collaborative Leadership
Currently, MESAS is solely run by Gio. This recommendation is for MESAS to use a shared governing structure to achieve its mission. |
| Recommendation Three | Strategize Community Engagement
This recommendation is for MESAS to identify key organizations that are mission-aligned and form strong partnerships with them. |

Also included in the report are nine appendices, which contain templates to aid in project planning aligned with MESAS' goals and mission, official Utah guidance pertaining to starting a nonprofit, and a compiled chart of potential community network partners for MESAS.

Research Design & Methods

Team Meetings & Consultations

Our initial consultation with Gio was on Thursday, February 10. Gio introduced us to MESAS, providing us with background on the organization's challenges and the direction the organization would like to pivot to in the future. The Leadership Development team communicated via email and text messaging methods and utilized digital and in-person meetings to complete the report. A Survey Monkey was sent out to all three team members and Gio to find two meeting times that would work for everyone. The survey sent out included time slots from 8:00 am to 9:00 pm for the last week of February and the first week of March. See Appendix 2: Data Sources for survey results in Figure 1 and Table 2.

On Thursday, February 17, the leadership team met to review the project requirements and brainstorm potential research topics. The first scheduled meeting was on Thursday, February 24, at 11:00 am. Gio had an emergency and could not attend the first planning meeting outside of class. The team used this time to develop clarifying questions about the project scope to ask during Dr. Valero's office hours. We met in class later that day and decided to pursue a subset of a strategic plan that prioritized leadership restructuring and obtaining 501(c)3 status

Gio was updated on the direction of the report on Friday, March 4, at 11:00 am. The team briefly connected digitally on Thursday, March 24, to set goals for the following week. The team met the following week during class on Thursday, March 31, to

establish deadlines for the remainder of the consultation project. The group met three times during the week leading up to the class presentation on Thursday, April 21. The last digital meeting was held on Sunday, April 24, to finish writing the report. Gio was emailed a copy of the final report.

Literature Review

Our strategy for helping MESAS move forward as an organization was to curate, tailor and review extant literature and best practices to serve MESAS' specific needs. Our initial review was broad and included topics on BIPOC organizations building community, leadership transitions, board development, and event organization. Building on class themes and the initial search, the team identified four interconnected areas to focus on for the literature review. All articles referenced in this report have been published in the last ten years and come from reputable journals of Public Administration and relevant practitioners.

Review of Best Practices

The best practices section was derived from organizations with similar missions within Salt Lake Valley. This section includes collected materials from organizations including D.I.V.A., the Salt Lake Interfaith Roundtable, Salt Lake County's Rising Young Leaders Network, and the Utah Nonprofit Association. These materials were collected through the personal connections of the preparers of the report. Additionally, many of the best practices are derived from the experiences of the preparers of this report. All additional

documents discussed in this section are included as appendices, with some information redacted in according to the privacy policy of the original owner.

Additional Resources

Gio provided the Leadership Development team with MESAS Membership Manual, see Appendix 2, and a list of potential partners categorized around fields for the roundtable summit, see Appendix 8. We expanded upon the original list of partners and identified local and national organizations doing similar work as MESAS that can be found in Table 2: List of Suggested Partner Organizations in Appendix 7.

Literature Review

After interviewing Gio and discovering his goals for MESAS, our team identified four focus areas for our literature review: Civic Engagement, Collaborative and Transformational Leadership, Capacity Building and Collaboration, and finally, Justice and Equity. While each theme will be discussed in turn, we wish to highlight that each theme is to be understood as interdependent; this is to say that each of these themes is in constant dynamic conversation, and practical implications of each one influence the others.

Civic Engagement

This report's first area of research was focused on the exploration of civic engagement and nonprofit networks. A crucial component of MESAS' mission is to increase civic engagement in young adults with varying BIPOC identities. Across the literature, we found research that focused on two central areas of this theme: first, the benefits and challenges of cross-network civic engagement, and second, strategies to engage community members in the mission of a nonprofit.

Most scholarship focused on civic engagement in the nonprofit sector concedes that a core element of nonprofit networks is their political nature (Bouek, 2018, Huggens, 2018). While civic engagement in a nonprofit context often seeks to invoke political action, both from constituents and nonprofit professionals, the bureaucracy of cross-network relationships can constrain organizational effectiveness. Boueck referred to this as "network entrapment," or "a web of tensions that prevent many forms of

adaptation while enabling others" (2018). While certainly, network entrapment is something to be aware of when approaching cross-network civic engagement, much of the research suggests that community and civic engagement is pivotal for nonprofits dedicated to social change. Recent literature reviewed for this project offers frameworks for strategic social action and community engagement, both through informal, daily best practices (Sánchez et al., 2020) and formal, long-term civic organizing efforts (Huggens, 2018, Fedorowicz et al., 2020).

Another element of civic engagement discussed in the literature is its multifaceted social nature and benefits. One study revealed that youth engaged in civic participation experience increased social well-being (Cicognani et al., 2014). Notably, and perhaps most interestingly, researchers have started to explore the intersection of social media and civic engagement. Thus far, social media has been identified as an effective youth engagement strategy for nonprofits, particularly through organizational pages and organizing on Facebook (Boulianne, 2022, Warren et al., 2014). While there is evidence that Facebook is an effective social media organizing tool, more research is needed to consider the power potential of more emergent platforms, such as TikTok and Instagram (in particular, story and video features).

Collaborative & Transformational Leadership

The second theme investigated for this literature review seeks to explore research that expands client understanding of shared and transformational leadership theories and practical applications. While much of the extant research covers several leadership

structures and frameworks, publications from the last decade reveal that shared and transformational leadership models yield promising results concerning group performance and building inclusive cultures. Moreover, nonprofit leaders can engage in self-coaching strategies that might aid them in bringing ideals of transformative and collaborative leadership to fruition.

In a 2012 article for the *Journal of Public Administration Research and Theory*, Kirk Emerson et al. describe the concept of collaborative governance as “amorphous,” raising a need for research frameworks to explore the multitudinous dynamics of the concept, which they posit is addressed inconsistently, and start the work of addressing it (*An Integrative Framework for Collaborative Governance*). Some work has been done to uplift and further conversations around specific elements, terms, and practices defined by nonprofit shared leadership structures. Key elements explored categorize these structures into collective, distributed, connective, collaborative, and network leadership. This research points to how a culture of shared leadership can foster organizational resilience and operate as a safety net during times of uncertainty and turbulence (Routhiaux, 2015).

In the last decade, researchers have also started to focus on the effects of transformational leadership on job performance in public workforce sectors and nonprofits. Transformational leadership can be understood as an approach that motivates participants to act to transcend their immediate self-interests and engage in practices that benefit a larger collective (Bellé, 2013). Some results suggest that the

approach is most effective in public service positions when conjoined with employee job design manipulations, such as beneficiary contact or the opportunity to meet the beneficiaries of one's work, and self-persuasion, which can be understood as an intrinsic motivation to change one's behavior as a result of situational position (Bellé, 2013). A more recent study on this leadership style in the nonprofit sector indicates that transformational leaders can breed an increased sense of inclusion in teams, which translates to enhanced group performance (Brimhall, 2019).

Extant research also includes relevant tools and frameworks for leaders to self-coach for increased positional efficacy. One such framework offers two strategies for leaders to engage in reframing, or shifting one's perspective, and "1-2-3 steps," or approaching the simplest tangible tasks with an order of operation to further inspire action toward the larger goal (Lobell et al., 2018). Self-coaching is a relevant application tool that includes managing burnout, performance, and effectiveness. Self-coaching is one tool in the transformational leadership toolbox that nonprofit leaders utilize for critical reflection and action. More research is needed to explore this particular application more explicitly.

Collaborative Capacity Building

The third area of research considered in this report pertains to collaborative capacity building and innovation. The literature reviewed approached the concept of capacity building in three key ways: (1) through a comprehensive study of the transitions from nascent to formal nonprofit processes (Edenfield & Andersson, 2018), (2) approaches to

capacity building through internal systems, and (3) approaches to capacity building through external networks. Each will be considered in turn.

One comprehensive study of a nonprofit's journey to formal status explores the tensions and conflicts that emerged as the boundaries of formality clashed with the motivations of its original founding members. This case study uplifts the necessity to explore with intention the process of formalizing social entrepreneurial ventures, emphasizing the intricacies of materializing vision (Edenfield & Andersson, 2018). Additional research cracks open more details of capacity-building processes that can address such conflicts through participatory internal processes and the utilization of external networks.

Three main sub-themes that emerged in the review of internal participatory capacity building research include (1) fostering an organizational learning culture, which can be understood as one wherein each participating member of the organization, from front line staff to board member, demonstrate continuous commitment to do better, ask pressing questions, take time to reflect, and acknowledge problems as they arise (Winkler & Fyffe, 2016), (2) considering a multifunctional approach to organization, which can be understood as nonprofit leaders' awareness of their organizations' functional identities to address and realize specific mission-driven needs (Will et al., 2017), and (3) an explicit awareness of inherent power dynamics and politics when approaching innovation so that nonprofit leaders might identify and circumvent imbalances of power that work to bar effective innovation (Dover & Thomas, 2012). Together, these sub-themes can provide nonprofits with a multidimensional context to

approach collaborative capacity building. For instance, a nonprofit with a strong organizational learning culture might be more keen to more clearly identify the functional identity of the organization or engage in difficult but necessary conversations that name and address power imbalances.

In addition to internal capacity building, research in this review emphasizes that an ability to engage within an external network is a crucial capacity in and of itself. By engaging in robust network relationships, nonprofits can accelerate organizational capacity building through shared resources, knowledge, and practice toward shared missions. If intentionally cultivated over time, nonprofits can build a “bank account” of trusting network relationships to draw upon one another strategically as capacity and action needs evolve (Chandler & Kennedy, 2015). Moreover, the impact of capacity building through network engagement can benefit the collective community. Scholars engaged in one robust Florida case study found that collaborative capacity building programs are beneficial for strengthening the overall infrastructure of network relationships (Kapucu & Demiroz, 2013). In sum, a wraparound approach to capacity building that gives attention to internal and external collaborative participation can address the inevitable tensions that arise in nonprofit capacity building and innovation.

Justice & Equity

While certainly not a new (if not the United States’ most pressing) problem, issues of justice and equity remain an urgent and central priority to influence and guide research and practice. The Leadership Team conceptualizes this theme not as a topic that stands

alone but as a necessary value and lens to interpret existing publications and guide further research. Relating to MESAS, justice and equity are woven tightly through the organization's identity.

In recent years, scholars have started the work to expand applications of equity and justice and how these ideals can provide necessary frames of influence over the practical application of nonprofit and other social service related work and leadership. Literature in the field of social work has emerged offering a necessary critique of our understanding of cultural competence, uplifting the concept's failure to account for systems of injustice, offering a movement toward "cultural humility," which works to acknowledge power differentials and explicitly challenges institutional injustices (Fisher-Borne et al, 2015). The concept of cultural humility can be adopted in conversation with nonprofit leaders' reflections of power in capacity building and leadership structures, and civic engagement practices.

Additionally, scholars and practitioners have issued a direct call to action to address issues of equity and justice in nonprofit networks, offering six robust principles that name and address injustice (specifically racism) as such, co-construct community work in equal power and stake with community residents, encourage community organizing and resident leadership development, explicitly focus on necessary systems and policy change, scaffold atop past community engaged research initiatives, and construct functions around a core value of equity and justice (Wolff et al, 2017). This appeal can further inform nonprofit approaches to internal and external collaborative networks, as

commitments to equity and justice reveal shared mission values and thus influence practice.

These commitments are as glaringly relevant in 2022 as ever in approaches to civic and network engagement and nonprofit leadership. In January of 2022, a coalition of Detroit nonprofit practitioners published the results of a survey-based census study that aimed to measure racial equity in the nonprofit leadership sector. Their findings revealed that white-led nonprofits tend to be more well-resourced in humans and capital than those led by Black, Indigenous, Latinx, Asian and other people of color. Results indicated that more than half of BIPOC leaders are the first in their organizations who are no White and BIPOC-led organizations have a higher percentage of racially diverse representation on their staff and board. While these results are specific to Detroit, they indicate one example of a larger national context, as they coincide with the University of Southern California scholar Lakeya Renée Cherry's research, which posits that although several nonprofits claim to have a social justice focus, they still tend not to hire or recruit people of color for leadership or board positions, before moving to propose a Changemakers of Color framework that addresses inherent sector racism through tenets of community formation (2020). These findings and discussions support a posited necessity to highlight BIPOC leadership as a focal research point and as a necessary component of nurturing in the interest of influencing systemic change (Esquierdo-Leal & Housmanfar, 2022).

Review of Best Practices

Introduction

As it pertains to capacity building, MESAS is in an incredibly unique position. Unlike many new nonprofit organizations, MESAS has already established a need, built copious amounts of organizational member collateral (found in Appendix 2: MESAS' Membership Manual), and has, through its previous organizing work, proven that mission-driven action steps are viable. Despite setbacks in the past few years, Gio is in an excellent foundational position to take the organization forward, building upon a solid existing framework. When identifying best practices, much of the team's discussion was centered around what would help take MESAS from its state right now to the place Gio would like to see it go.

Managing Nonprofit Organizations

Becoming a Nonprofit

It is essential for MESAS to regain 501(c)3 status. Prior to 2021, MESAS had nonprofit status through Casa Quetzalcoatl, a now defunct organization. Gio has taken on the task of rebuilding the organization, and the first actual step must be for MESAS to regain 501(c)3 status. Appendix 9 includes selected pages from the 2022 version of the Utah Nonprofit Association's Guide to Starting a Nonprofit. MESAS is in a unique position because they have an established organizational structure and internal documents. The recommendation section of this report provides a step-by-step recommendation for MESAS to gain 501(c)3 status.

Board Development

Conflict in governing bodies, including boards, impedes on progress and efficiency (Grissom 2014). Gio identified a need to build a diverse, inclusive, and active Board of Directors to help him achieve the MESAS mission. The bylaws of a new nonprofit organization, D.I.V.A. (Diversity, Inclusion, Values, Action), has been included in Appendix 3. This organization, conceived in 2020 but incorporated in 2022, is mission aligned to MESAS and seeks to create brave spaces for conversations about race, class, and gender. Though D.I.V.A.'s bylaws are very simple, they work for the nascent organization by defining board roles, procedures, and responsibilities. Based on the needs of MESAS, we recommend adjusting these bylaws for the organization's needs, especially considering how essential bylaws are for gaining 501(c)3 status.

Utilizing Nonprofit Networks

Effective nonprofit networks are vital for organizations to expand impact and capacity by taking advantage of shared resources, experiences, and services. These networks weave the sector together, and ultimately push the entire community forward (Chandler 2015). Many organizations aligned with MESAS mission already exist in the Salt Lake City area, and a strong best practice for MESAS' nascent organization is to lean on and build off of these networks.

Salt Lake County's Rising Leaders Network

In 2020, the Salt Lake County Mayor's Office launched the Council on Diversity Affairs (CODA), a body meant to provide policy recommendations to address systemic inequity,

racism, and inaccess. One subcommittee in particular, Rising Young Leaders, has a mission to “develop opportunities for youth and young adults in the county with an emphasis on education and professional development” and “establish mentorship programs highlighting integration and a rise in representation from a minority lens.”

The Rising Young Leaders subcommittee has since transformed into the Rising Leaders Network, which seeks to give young members of the Salt Lake County community (aged 18-30) opportunities and training necessary to become leaders in their communities and on Salt Lake County Boards and Commissions. Like MESAS, the Rising Leaders Network caters primarily to young individuals of color. However, unlike MESAS focus on private sector leadership, Rising Leaders focuses on government and activism.

Appendix 4 includes the Rising Young Leaders Membership Manual. This document is very similar to the MESAS membership manual but has some key components which we recommend MESAS review. First, Rising Young Leaders has clearly defined values, which may be lifted directly for MESAS. Second, Rising Leaders has a robust framework for accountability. Given MESAS’ troubles in 2021, having a strong line of accountability could increase trust and help avoid a similar situation in the future.

Focus on Utah Council for Citizen Diplomacy and the International Youth Summit

Utah Council for Citizen Diplomacy is an established nonprofit that seeks to promote respect and understanding between the people of Utah and other nations. Though the organization has been in Utah for more than 50 years, it only employs five full-time staff.

In 2021, Utah Council for Citizen Diplomacy hosted the first annual International Youth Summit. In our discussions with Gio, it was made clear that MESAS hopes to host a meaningful event for constituents to engage with the organization and its partners. Appendix 6 includes the project plan for this event, including all of the steps required to complete the event. Salt Lake County was a partner in this event, and it was sponsored by KeyBank and Utah Humanities. One important note on this project plan is the use of the MOCHA management structure, which divides roles into Manager, Owner, Consulted, Helper, and Approver. Especially when engaging with partners, having clearly defined roles is vital.

Engaging Diverse Constituents

During our team discussions with Gio, it became clear that he intended MESAS to expand beyond Utah's Latinx and Chicanx communities. Though the original constituency of the organization (prior to 2021) was limited to Latinx and Chicanx communities, Gio has expanded MESAS vision to "help underrepresented communities secure their seats at the table." Broadening the organization's scope is an exciting prospect and one that this group believes is a good idea. This section covers specific considerations that we recommend be taken when engaging with a diverse constituency.

Focus on the Salt Lake Interfaith Roundtable

The Salt Lake Interfaith Roundtable is a volunteer-run nonprofit organization founded by the Salt Lake Organizing Committee during the 2002 Olympic Winter Games. Since

1999, the organization has sought to facilitate dialogue between members of different faiths within the Salt Lake area by promoting interfaith collaboration and understanding. Its membership includes members of most major faith groups within the Salt Lake Valley.

Appendix 5 consists of a copy of the Salt Lake Interfaith Roundtable's plan for an in-person Citizen Exchange Circle. The goal of Citizen Exchange Circles is to find areas of mutual interest to foster collaboration. The most valuable take-aways from Appendix 5 for MESAS may be the format of discussion questions. Each question asks participants to "Discuss," which establishes a mutual understanding of trust and cooperation, rather than argument and persuasion.

Additionally, as MESAS begins to re-engage with constituents, the format of the Citizen Exchange Circle may benefit MESAS meetings and events, including a running list of individuals in attendance and major takeaways.

Recommendations

Recommendation One: Regain 501(c)3 Status

As discussed in the Best Practices section, it is essential for MESAS to regain 501(c)3 status. Without gaining status, it is difficult to imagine MESAS being able to work towards its mission, much less achieve it. As such, our first recommendation is for MESAS to prioritize achieving 501(c)3 status. The recommended steps are outlined below:

- 1) Appoint a 'Registered Agent' to serve as the primary contact between MESAS and Utah's legal entities. The registered agent could be Gio or another board member, but our recommendation is for MESAS to use a third party service as their registered agent. This recommendation is made because of the importance of the registered agent being available during business hours.
- 2) File Articles of Incorporation with the Utah Department of Commerce. A list of necessary components for this step is outlined in Appendix 9.
- 3) Obtain an Employer Identification Number (EIN) from the IRS by completing form SS-4. An EIN is necessary for tracking, both internally and publicly.
- 4) Finalize organizational bylaws and establish a conflict-of-interest policy. Bylaws are rules by which the organization functions and must be established with the board of directors' feedback. Much of the bylaw information already exists in the Membership Manual provided by Gio, however, bylaws need to be created in a separate space and adopted by the board.

5) Apply for 501(c)3 status with the IRS by completing a Form 1023 or 1023-EZ.

This form provides the following information to the IRS: the organization is not organized for private interest, the organization qualifies for tax-exempt status, and the organization will not participate in restricted political activities.

6) Submit a TC-160 to secure Utah exemptions and a Utah Tax-ID number. This can be obtained after 501(c)3 status and gives exemption from Utah state taxes.

7) Obtain a charitable solicitations permit from the Utah Division of Consumer Protection.

Recommendation Two: Embrace Collaborative Leadership

MESAS' mission of building a safe, inclusive, and nurturing space for underrepresented leaders should also start internally. We recommend that Gio embrace a collaborative governance model that clearly defines participatory capacity building and shared decision making.

Three core elements of collaborative leadership are below:

1) The first step to transformative leadership is to embrace a culture of learning within the organization. We recommend that Gio practice self-coaching strategies, like reframing the problem and "1-2-3 steps". Leaders that utilize reflection tools and iterative problem solving can increase organizational effectiveness and help key stakeholders see the big picture.

2) The second step in shared leadership is to be mission-driven and embrace an innovative approach to the organization's functionality. We recommend that Gio build inclusive internal participatory practices to create more resiliency in the

organization. MESAS' governance model should also reflect on employee job expectations, self-development techniques, and critical administrative practices. Promoting diverse perspectives will allow key stakeholders to have substantial organizational buy-in and feel more included.

- 3) The third step in collaborative leadership is an awareness of internal and external power and political dynamics. MESAS' new governance model should engage in a collective power distribution centered on cultural humility. By prioritizing diverse perspectives and challenging systematic barriers, MESAS will be building an internal safety net with established internal processes to withstand unexpected events.

Recommendation Three: Strategize Community Engagement

Our third and final recommendation for Gio and MESAS is to strategically approach engagement with the broader community, including nonprofit networks. Included in Appendix 7 is a table that lists potential community partners for Gio to work with, developed by this consultant team. This table works in concert with Gio's list of community partners, included in Appendix 8.

We believe that strong network partnerships will be essential for MESAS' success.

MESAS and Gio have a promising starting point, with many existing connections to the Latinx community of Salt Lake. However, with a goal to engage a broader collective of historically marginalized groups, MESAS should cast a broad net, building networks with

organizations serving youth and communities who are Black, Asian, Indigenous, and Pacific Islander/Pasifika.

Keeping in mind the mission of MESAS, as well as the potential for network entrapment, we recommend that as a starting point, Gio identify 1-3 nonprofits to reach out to per week or month that demonstrate a shared mission toward justice and civic engagement, and thus work toward a specific identified capacity-building project. For instance, Gio can work to identify through these strategic connections potential board members to share leadership and governance responsibilities as MESAS moves toward formal nonprofit status. Gio and his team can scale MESAS' network outward and, with time and intention, grow the organization's community presence as a staple in Utah's nonprofit infrastructure.

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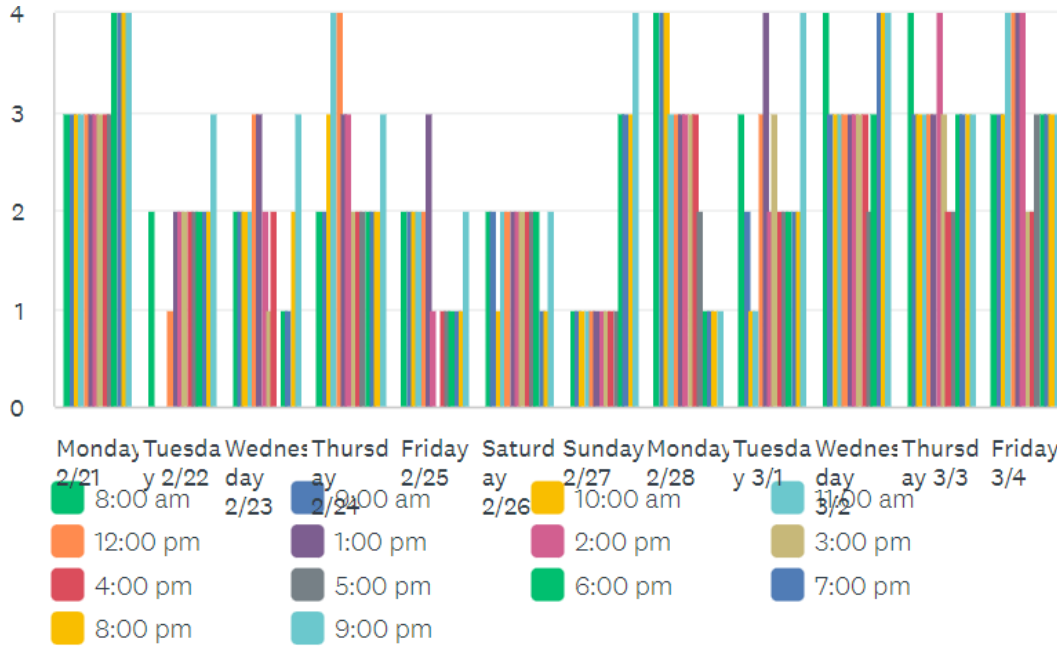
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Appendix 1: Data Sources

Figure 1. Meeting Availability Results



Source: Survey Monkey

Table 1: Meeting Availability Results

	8:00 AM	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	6:00 PM	7:00 PM	8:00 PM	9:00 PM	TOTAL RESPONDENTS
Monday 2/21	6.52% 3	6.52% 3	6.52% 3	6.52% 3	6.52% 3	6.52% 3	6.52% 3	6.52% 3	6.52% 3	6.52% 3	8.70% 4	8.70% 4	8.70% 4	8.70% 4	46
Tuesday 2/22	9.09% 2	0.00% 0	0.00% 0	0.00% 0	4.55% 1	9.09% 2	9.09% 2	9.09% 2	9.09% 2	9.09% 2	9.09% 2	9.09% 2	9.09% 2	13.64% 3	22
Wednesday 2/23	7.69% 2	7.69% 2	7.69% 2	7.69% 2	11.54% 3	11.54% 3	7.69% 2	3.85% 1	7.69% 2	0.00% 0	3.85% 1	3.85% 1	7.69% 2	11.54% 3	26
Thursday 2/24	5.56% 2	5.56% 2	8.33% 3	11.11% 4	11.11% 4	8.33% 3	8.33% 3	5.56% 2	5.56% 2	5.56% 2	5.56% 2	5.56% 2	5.56% 2	8.33% 3	36
Friday 2/25	9.52% 2	9.52% 2	9.52% 2	9.52% 2	9.52% 2	14.29% 3	4.76% 1	0.00% 0	4.76% 1	4.76% 1	4.76% 1	4.76% 1	4.76% 1	9.52% 2	21
Saturday 2/26	8.00% 2	8.00% 2	4.00% 1	8.00% 2	8.00% 2	8.00% 2	8.00% 2	8.00% 2	8.00% 2	8.00% 2	8.00% 2	4.00% 1	4.00% 1	8.00% 2	26
Sunday 2/27	4.35% 1	4.35% 1	4.35% 1	4.35% 1	4.35% 1	4.35% 1	4.35% 1	4.35% 1	4.35% 1	4.35% 1	13.04% 3	13.04% 3	13.04% 3	17.39% 4	23
Monday 2/28	11.11% 4	11.11% 4	11.11% 4	8.33% 3	8.33% 3	8.33% 3	8.33% 3	8.33% 3	8.33% 3	5.56% 2	2.78% 1	2.78% 1	2.78% 1	2.78% 1	36
Tuesday 3/1	9.09% 3	6.06% 2	3.03% 1	3.03% 1	9.09% 3	12.12% 4	6.06% 2	9.09% 3	6.06% 2	6.06% 2	6.06% 2	6.06% 2	6.06% 2	12.12% 4	33
Wednesday 3/2	8.89% 4	6.67% 3	6.67% 3	6.67% 3	6.67% 3	6.67% 3	6.67% 3	6.67% 3	6.67% 3	4.44% 2	6.67% 3	8.89% 4	8.89% 4	8.89% 4	45
Thursday 3/3	9.52% 4	7.14% 3	7.14% 3	7.14% 3	7.14% 3	7.14% 3	9.52% 4	7.14% 3	4.76% 2	4.76% 2	7.14% 3	7.14% 3	7.14% 3	7.14% 3	42
Friday 3/4	6.82% 3	6.82% 3	6.82% 3	9.09% 4	9.09% 4	9.09% 4	9.09% 4	4.55% 2	4.55% 2	6.82% 3	6.82% 3	6.82% 3	6.82% 3	6.82% 3	44

Source: Survey Monkey



MESAS

(Multicultural Experts Socializing Around Solutions)

MEMBERSHIP MANUAL

MISSION & VISION

Mission

Our mission is to collaboratively expand leadership amongst influential multicultural young adults to accomplish equitable representation in our communities.

Vision

Help underrepresented communities secure their seats at the table.

MEMBERSHIP

MESAS GENERAL COMMUNITY MEMBER

General Community Member:

- is a multicultural leader in Utah who aligns with our mission, vision, and collective vision
- “Multicultural” is defined but not limited to identifying as: Latinx/Hispanic, Black/African American, Native American/Indigenous, Pacific Islander, Arab/Middle Eastern, Asian, South Asian, Mixed/Biracial
- can join MESAS as a general community member after filling out the proper documentation
- agrees on and models all the norms and code of conduct
- understands they will be held answerable through circles to any harm caused by their behavior
- attend and complete at least one training each year
- attend at least one Mixer each year
- will prioritize becoming a leader in Utah and staying in Utah long term

General Community Member Rights:

- join Workplace, as long as they follow the [Workplace Terms](#)
- join at least one Mesa
- join at least one Community within MESAS
- participate in trainings

MESAS Mesa MEMBER

Mesa Member:

- is a multicultural leader in Utah that has an interest in becoming something within the theme of the Mesa
- they align with the mission and vision established by the Mesa
- can join the Mesa after filling out the proper documentation
- agrees on and models any additional norms and code of conduct established by the Mesa
- understands they will be held answerable through circles to any harm caused by their behavior
- attend at least one event organized by the Mesa each year

Mesa Member Rights:

Appendix 2: MESAS Membership Manual

- become a Mesa Co-Lead, section Co-Lead, partnership coordinator, resource coordinator, or member of an event planning team
- ask for a circle to be established if they feel that within the Mesa harm has been caused that needs to be held answerable

MESAS COMMUNITY MEMBER

Community Member:

- is a multicultural leader in Utah that has the intersecting social identity the community focuses on
- they align with the mission and vision established by the Community
- can join the Community after filling out the proper documentation
- agrees on and models any additional norms and code of conduct established by the Mesa
- understands they will be held answerable through circles to any harm caused by their behavior
- attend at least one event organized by the Community each year

Community Member Rights:

- become a Community Co-Lead, partnership coordinator, resource coordinator, or member of an event planning team
- ask for a circle to be established if they feel the within the Mesa harm has been caused that needs to be held answerable

MESAS COUNCIL MEMBER

The council membership is open to all Co-Leads of a Mesa or Community who meet all general membership, Mesa, and Community criteria and:

- includes leaders from MESAS
- must be trained within the first year on restorative practices
- attends at least 75% of required meetings

MESAS Council Member rights:

- approve adjustments on collective vision
- have 1 vote

Appendix 2: MESAS Membership Manual

MESAS MENTOR MEMBER

Mentor Member:

- is a multicultural leader in Utah who aligns with our mission, vision, and collective vision
- they are transitioning out of being a young adult or aren't a young adult anymore (ages 18 - 35)
- can join MESAS as a Mentor member after filling out the [proper documentation](#) (Mentorship Agreement)
- agrees on and models all the norms and code of conduct
- understands they will be held answerable through circles to any harm caused by their behavior
- attend and complete at least one training each year
- attend at least one MESAS Mixer each year
- will prioritize making way for those becoming a young adult leader in Utah and staying in Utah long term
- purposefully provides nutrients to Mesa and/or Communities in at least 1 of the following ways within each category:

Opportunities

- Jobs
- Provide paid internships or fellowships that last at least 4 months (1 semester)
- 1-on-1 mentoring with leaders
- Participate in informational interviews

In-Kind Support

- Free Venue Space
- Free Supplies, Resources
- Volunteers to Events
- Provide Free Food

Monetary Support

- Sponsor Summit
- Sponsor Event
- Provide grants for Leadership initiatives
- Donate to scholarship funds
- Become monthly/annual sustainer

Mentor Member Rights:

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- be mentor to up to 2 Mesa's/Communities in total
- participate in trainings

MESAS PARTNER MEMBER

Partner Member:

- is an organization, association, or group that aligns with our mission, vision, and collective vision
- can join MESAS as a Partner member after filling out the [proper documentation](#) (Partnership Agreement)
- agrees on and models all the norms and code of conduct
- understands they will be held answerable through circles to any harm caused by their member's behavior
- attend and complete at least one training each year
- engage in at least one Mixer each year
- will prioritize making way for those becoming a young adult leader in Utah and staying in Utah long term
- purposefully provides nutrients to Mesa's and/or Communities in at least 3 of the following categories and choose at least 1 type of nutrient within that category:

Resources

- Services
- Online Free Resources
- Other

Opportunities

- Educational Programs
- Certifications and/or Degree Programs
- Jobs
- Provide paid internships or fellowships that last at least 4 months (1 semester)
- 1-on-1 mentoring with leaders
- Participate in informational interviews

Events

- Summit/Conference Sponsor
- Summit/Conference Educational Session (Speaker, Presenter)

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- MESAS Mixer Sponsor
- MESAS Mixer Partner
- Attending and/or volunteering at an event
- Host Event

In-Kind Support

- Free Venue Space
- Free Supplies, Resources
- Volunteers to Events
- Provide Free Food

Monetary Support

- Sponsor Summit
- Sponsor Event
- Provide grants for Leadership initiatives
- Donate to scholarship funds
- Become monthly/annual sustainer

Partner Member Rights:

- be a partner to up to as many Mesa(s) and Communities
- participate in trainings for partners and comrades

MESAS COMRADE (non-POC) MEMBER

Comrade Member:

- is an individual that isn't a person of color but aligns with our mission, vision, and collective vision
- can join MESAS as a Comrade (non-POC) member after filling out the [proper documentation](#)
- agrees on and models all the norms and code of conduct
- understands they will be held answerable through circles to any harm caused by their member's behavior
- understands that they may be taken off Workplace or spaces MESAS is over
- attend and complete at least one training each year
- engage in at least one MESAS Mixer each year

Appendix 2: MESAS Membership Manual

- will prioritize making way for those becoming a young adult leader in Utah and staying in Utah long term
- purposefully provides nutrients to Mesa(s) and/or Communities

Comrade (non-POC) Member Rights:

- be a member of the Comrade (non-POC) group on workplace
- participate in trainings for comrades

We recognize that organizing against the various forms of oppression is not just about what we do in the streets and institutions, it's also about how we treat each other and ourselves in the process. To practice and model the type of respectful, empowering, transformative and reciprocal relationships we envision for Utah, we want to establish a transparent and clear structure for our personal interactions and group dynamics. Violations of membership expectations, norms, and code of conduct will result in the creation of circles as a method of decolonizing the mind and body from behaviors that harm members of the community. If violations are continuous, individuals may be removed from MESAS.

NORMS

The actual values, beliefs, attitudes, and behaviors shared by our community we seek to build.

CODE OF CONDUCT

Appendix 2: MESAS Membership Manual

4 themes: Space & Time, Being Purposeful, Healing Not Harming, and Building Community.

The numbers on the side of each code of conduct is the aligned norm.

- Space & Time
- Being Purposeful
- Healing Not Harming
- Building Community

Sexual Boundaries

Because we understand patriarchy's historical roots in colonialism, which cause male supremacy and violence in our communities, we strive to transform ourselves and communities into spaces of love and justice. Violations of sexual boundaries will also result in the creation of answerability circles as a method of decolonizing the mind and body from behaviors that harm members of the community.

Definition of terms

Sexual Assault: Any unwanted physical, emotional or mental violation of sexual boundaries.

Rape: Non-consensual sex through physical force, manipulation, stress, or fear; the experience of sex as the unwanted physical, emotional or mental violation of sexual boundaries.

MESAS Conflict Resolution Protocol

Conflict is inevitable when organizing. When conflict occurs between members, all members must agree to participate in one or more of the following processes: Restorative Justice Mediation, Restorative Justice Harm and Conflict Circle, and/or Transformative Justice Answerability Circles. The Conflict Resolution Protocol is not a way to determine guilt or innocence, but rather a way to determine a response to conflict or harm, and to hold people answerable through a compassionate process.

Appendix 2: MESAS Membership Manual

Option 1: Restorative Justice Mediation

A member of the organization can request a face-to-face meeting with another member using the process below. If they would prefer, they may request the presence of a 3rd person to dialogue about issues related to responsibility, answerability, and respect.

Restorative Justice Mediation Process:

1. Party 1 describes their experience and feelings using [“I” statements](#).
2. Party 2 restates Party 1’s experience and feelings. Party 2 describes their experience and feelings using “I” statements.
3. Party 1 restates Party 2’s experience and feelings.
4. Both Parties describe which actions will help restore equity to address their respective experiences and feelings.
5. Both Parties will discuss and evaluate which actions will help restore justice to resolve the conflict.
6. Both Parties will sign an agreement and set a follow-up reflection date.
7. Both parties will meet and reflect during the mutually agreed upon follow-up date and determine if the agreements were met. If agreements are met, celebrate. If agreements were not met, they must determine whether they honored their agreement and reassess their agreement or pursue another Conflict Resolution Protocol Process.

Option 2: Restorative Justice Harm and Conflict Circle

The participants are usually as follows:

- Responsible Parties—the individuals whose actions have harmed others and/or the community
- Impacted Parties—those who were directly harmed by the respondents’ actions
- Affected Parties—others who consider themselves or their community to have been harmed by the actions of the respondents
- Supporting Parties—friends or family of either the respondents or the affected parties
- Facilitators—training staff who facilitate the Circle

Appendix 2: MESAS Membership Manual

The steps (preparation is key):

The purpose of a Harm Circle is to address the deep reasons of why a conflict has occurred, figure out the harm caused to all community members and find a restorative way of healing the WHOLE community.

1. The Facilitator or facilitators interview ALL involved parties, not just the harmer and harmed but those community members that have been involved and or affected by the incident. This may happen more than once in-order to gain full understanding of what is going on.
2. Members who are invited into the circle (harmed, harmer, allies and community members) are individually prept for the circle. They are aware of their actions and feel comfortable taking responsibility for them. They also understand that it is essential to come to a circle with a positive mind frame.
3. Circle is conducted. Each participant speaks on what they felt happened, how it affected them, and what they need. This is done in a series of go- rounds that end with an answerability circle. The harmer may not be the only one who is asked to take action in this case, other members of the community may need to provide support in various ways.
4. There are check ins with those answerable when necessary.

***Harm circles differ from mediation in that they recognize that there is a ripple effect of trauma. They seek to create long lasting learning and healing for all involved.

Option 3: Transformative Justice Answerability Circles

While restorative justice strives to help restore the justice that was lost during a conflict, the transformative justice framework recognizes a healing process must be used to help create a sense of justice that transcends typical responses to conflict in our current colonial conditions. This framework recognizes that within a colonial context, some identities are privileged over others and can create oppressive relationships. In this type of circle, we hope to address the conflict people experience by helping the parties heal from the ways colonialism impacted their relationship.

Reporter3 Support Team (RST)

- The team gathers information on the needs of the reporter and establishes goals for the circle. The team is composed of individuals the reporter feels safe with and meets with the reporter as needed.

Answerability Team (AT)

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- The team is created by the RST and is composed of individuals respected by the aggressor; members should embrace a strong gender & sexuality justice framework. The team meets with the aggressor to address the reporter's experience, not the aggressor's intention.

Transformative Justice Plan

- The plan is created by the RST & AT. The plan establishes goals for the aggressor and meeting guidelines. The preparers must plan for possible backlash to work with the aggressor through the answerability process. They meet regularly and set check-in points.

Option 4: Exit Check Out Circle

Materials: Sticky notes and small piece of paper

1. Opening: Storytelling (someone share a story about a memory they have with/about the person (3 min))
2. Framing: Explain purpose of circle is to celebrate person's time with MESAS and leave a space for a healthy, positive closure to the organization, but not to the people in the group (2 min)
3. Discussion: Share something you want to appreciate about the person, a celebration, and/or share a story that you will hold with you (20 min)
4. Closing: Frame this as the idea of leaving an imprint with each other. Each person writes a "wish" for the person on paper and individually hands to them (5 min)

MESAS STRUCTURES

MESAS COUNCIL

1. General MESAS Council
 - a. 2 Co-Leads of each Mesa and Community are welcome to be a part of the general MESAS Council
 - b. All MESAS Council members must get trained within their first year on the following:
 - i. Restorative Practices
 - ii. Mesa & Community Leadership
 - c. They have the right to vote only if they are physical present or if they are present by phone/video during the time of a general vote

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- d. The general MESAS Council members can move to send an amendment for this membership manual if there is a majority $\frac{3}{4}$ vote
 - i. If it passes the general council, then it can move to be voted by majority vote by the Co-chairs of the MESAS Council
 - e. General MESAS Council Member *responsibilities* include:
 - i. Attending Council meetings
 - ii. Adjusting Collective Vision, especially at the MESAS Summit
 - iii. Being on the planning team of the MESAS Summit
 - iv. Using Restorative Practices to address any harm that happens between members that a Mesa/Community theme could not address
2. Co-chairs
- a. Includes 2 leaders from MESAS Board since they are a founding organization
 - b. Includes 4 leaders from the Co-Leads of a Mesa/Community
 - c. A total of 8 co-chairs exist on the MESAS Council
 - d. Only 1 Co-Lead from a Mesa/Community can be elected to a co-chair role
 - e. Terms are 2 years long, but individuals can run to be a Co-Lead again
 - f. Co-chairs from the Co-Leads of a Mesa/Community
 - i. Arts
 - ii. Business
 - iii. Education
 - iv. Elected & Public Servants
 - v. Environmental
 - vi. Housing
 - vii. Legal & Law Enforcement
 - viii. Medical & Health
 - ix. Media
 - x. Science & Engineering
 - xi. Technology
 - g. They are voted in by the general MESAS Council members that are not on representing the MESAS board by majority vote
 - h. Co-chairs chair the planning teams for the following events:
 - i. MESAS Summit
 - ii. MESAS Mixers
 - i. Co-chairs also can make final decisions on any disputes coming from circles if it comes to that level
3. Mesa
- a. These are the established Mesa:
 - b. The MESAS Council can vote to create a new Mesa as long as it is not a theme that could be under one of the existing themes.
 - c. Mesa(s) should have sections that follow under the theme of the Mesa. It's recommended to not have more than 7-10 sections under 1 Mesa.
 - o Example: some sections included within the Arts Mesa
 - a. Visual Arts
 - b. Hip Hop

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- c. Musicians
 - d. Dancers
 - e. Writers
 - f. Film
- 4. Community
 - a. A Community can only be themed around a social identity, not a personal identity.
 - b. These are the established Communities:
 - i. Asian/Pacific Islander
 - ii. Black & African American
 - iii. Dreamers (DACA and undocumented)
 - iv. Latinx
 - o Defined as but not limited to
 - a. Afro-Latino/a
 - b. Chicano/a
 - c. Hispanic
 - d. Latino/a
 - e. Mestizo
 - v. LGBTQIA+
 - vi. Arab/Middle Eastern
 - vii. Native Americans/Indigenous
 - viii. Persons with (Dis)Abilities
 - ix. Refugee
 - x. Women of color
 - c. The MESAS Council can vote to create a new Community as long as it is themed around a social identity.
 - d. A Community can have sections that follow under the theme of the Community. It's recommended to not have more than 7-10 sections under 1 Community.
 - i. Example: some sections included within the (dis)ability Community
 - o Blind
 - o Deaf
 - o Autism
 - o Physical

Mesa

- 5. Mesa Co-Leads
 - a. Only up to 4 individuals, but at least 2 at all times are allowed to be Mesa Co-Leads
 - b. Mesa members vote in the Mesa Co-Leads
 - c. Terms are 2 years long, but individuals can run to be a Co-Lead again
 - d. Mesa Co-Leads cannot be a Community Co-Lead

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- e. 2 Mesa Co-Leads can be part of MESAS Council

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- f. They must get trained within their first year on the following
 - i. Restorative Practices
 - ii. Mesa & Community Leadership
 - g. Sign Theme Co-Lead Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
 - h. Their *responsibilities* include:
 - i. Establishing, adapting, and executing 1-3 plans aligned to the Collective Vision
 - ii. Leading their Mesa Section Co-Leads, Partnership coordinators, Resource coordinators, and general Mesa members
 - iii. Using Restorative Practices to address any harm that happens between members within their Mesa
 - iv. Recruiting and engaging members for their Mesa
 - v. Recruiting and engaging Mentors for their Mesa
 - vi. Recruiting and engaging Partners for their Mesa
 - vii. Leading fundraising for both general funds and scholarship funds for their Mesa
 - viii. Chair Mesa scholarship selection committee. Any scholarship selection committee member within that Mesa cannot apply for the scholarships of that Mesa.
 - ix. For the MESAS Summit, they lead their Mesa sessions and report at the Visioning Session
 - x. Use official “@mesas.space” email for communication with anything related to their responsibilities
 - xi. Prioritize putting all documents and files in their Mesa “@mesas.space” Google Drive and transition all information after completing their term.
 - xii. Use best practices in event planning for any and all Mesa events
 - i. Mesa Co-Leads chair the planning teams for the following events:
 - i. Mesa Summit
 - ii. Mesa Mixes
6. Section Co-Leads
- a. Only up to 2 individuals, but at least 1 at all times is allowed to be Mesa Section Co-Leads
 - b. Mesa members vote in the Mesa Section Co-Leads
 - c. Terms are 2 years long, but individuals can run to be a Co-Lead again
 - d. They are welcome to attend the trainings Mesa Co-Leads attend
 - e. Sign Section Co-Lead Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
 - f. Their *responsibilities* include:
 - i. Establishing, adapting, and executing 1-3 plans for their Section that aligns to the Collective Vision
 - ii. They coordinate efforts to map out stages of becoming within their section
 - iii. Identify and map out types of nutrients uniquely needed for their section
 - iv. Using Restorative Practices to address any harm that happens between members within their Section
 - v. Recruiting and engaging members for their Section

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- vi. Recruiting and engaging Mentors for their Section
 - vii. Recruiting and engaging Partners for their Section
 - viii. Leading fundraising for both general funds and scholarship funds for their Section
 - ix. Use official “@mesas.space” email for communication with anything related to their responsibilities
 - x. Prioritize putting all documents and files in their Section “@mesas.space” Google Drive and transition all information after completing their term.
 - xi. Use best practices in event planning for any and all Section events
 - xii. Section Co-Leads should be co-chairs of a committee in the planning teams of the events
7. Partnership coordinator
- a. At least 2 individuals must be in this role at all times
 - b. The Mesa can choose if these individuals need to be voted in or not
 - c. Terms are 2 years long, but can be renewed
 - d. Sign Partnership Coordinator Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
 - e. Their *responsibilities* include:
 - i. Recruiting and engaging members for their Mesa
 - ii. Recruiting and engaging Mentors for their Mesa
 - iii. Recruiting and engaging Partners for their Mesa
 - iv. They constantly review and evaluate the power maps in the Mesa
 - v. They help screen Mentor and follow-up with the agreed upon Mentorship Agreements
 - vi. They follow-up with Partners like organizations, associations, institutions, and movements with the agreed upon Partnership Agreements
 - vii. Leading fundraising for both general funds and scholarship funds for their Mesa
 - viii. Use official “@mesas.space” email for communication with anything related to their responsibilities
 - ix. Prioritize putting all documents and files in their Mesa “@mesas.space” Google Drive and transition all information after completing their term.
 - x. Use best practices in event planning for any and all Mesa events
8. Resource coordinator
- a. At least 2 individuals must be in this role at all times
 - b. The Mesa can choose if these individuals need to be voted in or not
 - c. Terms are 2 years long, but can be renewed
 - d. Sign Resource Coordinator Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
 - e. Their *responsibilities* include:
 - i. They coordinate efforts with the other resource coordinators of each Mesa and Community
 - ii. Efforts can include, but are not limited to
 - Events like Remixed Summits or MESAS Mixer
 - Networking sessions

Appendix 2: MESAS Membership Manual

- Partnership coordinator intersecting
- Co-Lead intersecting
- iii. Use official “@mesas.space” email for communication with anything related to their responsibilities
- iv. Prioritize putting all documents and files in their Mesa “@mesas.space” Google Drive and transition all information after completing their term.
- v. Use best practices in event planning for any and all Mesa events
- vi. They can create a Social Media/Outreach team, which they will led efforts to recruit and attract new Mesa

MESAS Communities or “Mixes”

1. Community Co-Leads

- a. Only up to 2 individuals, but at least 1 at all times are allowed to be Community Co-Leads
- b. Community members vote in the Community Co-Leads
- c. Terms are 2 years long, but individuals can run to be a Co-Lead again
- d. Community Co-Leads cannot be a Mesa Co-Lead
- e. They get to be part of the MESAS Council
- f. They must get trained within their first year on the following
 - i. Restorative Practices
 - ii. Mesa & Community Leadership
- g. Sign Theme Co-Lead Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
- h. Their *responsibilities* include:
 - i. Establishing, adapting, and executing 1-3 plans aligned to the Collective Vision
 - ii. Leading their Community Section Co-Leads, Partnership coordinators, Resource coordinators, and general Community themed members
 - iii. Using Restorative Practices to address any harm that happens between members within their Community theme
 - iv. Recruiting and engaging members for their Community theme
 - v. Recruiting and engaging Mentors for their Community theme
 - vi. Recruiting and engaging Partners for their Community theme
 - vii. Leading fundraising for both general funds and scholarship funds for their Community theme
 - viii. Chair Community themed scholarship selection committee. Any scholarship selection committee member within that Community theme cannot apply for the scholarships of that Community theme.
 - ix. For the MESAS Summit, they lead their Community themed sessions and report at the Visioning Session

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- x. Use official “@mesas.space” email for communication with anything related to their responsibilities
 - xi. Prioritize putting all documents and files in their Community themed “@mesas.space” Google Drive and transition all information after completing their term.
 - xii. Use best practices in event planning for any and all Community themed events
 - i. Community Co-Leads chair the planning teams for the following events:
 - i. Community Summit
 - ii. Community MESAS Mixer
- 2. Section Co-Leads
 - a. Only up to 2 individuals, but at least 1 at all times is allowed to be Community Section Co-Leads
 - b. Community members vote in the Community Section Co-Leads
 - c. Terms are 2 years long, but individuals can run to be a Co-Lead again
 - d. They are welcome to attend the trainings Community Co-Leads attend
 - e. Sign Section Co-Lead Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
 - f. Their *responsibilities* include:
 - i. Establishing, adapting, and executing 1-3 plans for their Section that aligns to the Collective Vision
 - ii. They coordinate efforts to map out stages of becoming within their section
 - iii. Identify and map out types of nutrients uniquely needed for their section
 - iv. Using Restorative Practices to address any harm that happens between members within their Section
 - v. Recruiting and engaging members for their Section
 - vi. Recruiting and engaging Mentors for their Section
 - vii. Recruiting and engaging Partners for their Section
 - viii. Leading fundraising for both general funds and scholarship funds for their Section
 - ix. Use official “@mesas.space” email for communication with anything related to their responsibilities
 - x. Prioritize putting all documents and files in their Section “@mesas.space” Google Drive and transition all information after completing their term.
 - xi. Use best practices in event planning for any and all Section events
 - xii. Section Co-Leads should be co-chairs of a committee in the planning teams of the events
- 3. Partnership Coordinator
 - a. At least 2 individuals must be in this role at all times
 - b. The Community can choose if these individuals need to be voted in or not
 - c. Terms are 2 years long, but can be renewed
 - d. Sign Partnership Coordinator Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
 - e. Their *responsibilities* include:
 - i. Recruiting and engaging members for their Community theme

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- ii. Recruiting and engaging Mentors for their Community theme
 - iii. Recruiting and engaging Partners for their Community theme
 - iv. They constantly review and evaluate the power maps in the Community themes
 - v. They help screen Mentor and follow-up with the agreed upon Mentorship Agreements
 - vi. They follow-up with Partners like organizations, associations, institutions, and movements with the agreed upon Partnership Agreements
 - vii. Leading fundraising for both general funds and scholarship funds for their Section
 - viii. Use official “@mesas.space” email for communication with anything related to their responsibilities
 - ix. Prioritize putting all documents and files in their Community theme “@mesas.space” Google Drive and transition all information after completing their term.
 - x. Use best practices in event planning for any and all Community theme events
4. Resource coordinator
- a. At least 2 individuals must be in this role at all times
 - b. The Community can choose if these individuals need to be voted in or not
 - c. Terms are 2 years long, but can be renewed
 - d. Sign Resource Coordinator Agreement, which includes a draft of a 1-3 year plan, conflict of interest policy, and privacy agreements
 - e. Their *responsibilities* include:
 - i. They coordinate efforts with the other resource coordinators of each Mesa and Community
 - ii. Efforts can include, but are not limited to
 1. Events like Remixed Summits or MESAS Mixers
 2. Networking sessions
 3. Partnership coordinator intersecting
 4. Co-Lead intersecting
 - iii. Use official “@mesas.space” email for communication with anything related to their responsibilities
 - iv. Prioritize putting all documents and files in their Community theme “@mesas.space” Google Drive and transition all information after completing their term.
 - v. Use best practices in event planning for any and all Community theme events
 - vi. They can create a Social Media/Outreach team, which they will led efforts to recruit and attract new Community members

Decision Making Protocol (suggestion, but we could also do votes)

As a core, we make decisions through a consensus vote thumbs up, side, or down.

Appendix 2: MESAS Membership Manual

1. Thumb up: Yes! Let's move forward.
1. Sideways thumbs: I can live with it- we move forward as a group. They should speak to the group about what concerns they have. Changes may or may not be made.
1. Thumbs down: I cannot live with the decision. These people speak to the group about concerns. In order for the group to continue with the decision, changes/modifications should be made in order for these people to be at least a "sideways thumb" (they can live with the decision).

The group only moves forward if there are all thumbs up or sideways thumbs, not if any are down.

BY-LAWS

DIVERSITY INCLUSION VALUES ACTION INCORPORATED (D.I.V.A.)

A Utah Not-for-Profit Corporation

I. NAME

The legal name of the organization is Diversity Inclusion Values Action Incorporated (D.I.V.A.). It is located in Salt Lake City, Utah with a mailing address of 1840 S.1300 E., Salt Lake City, Utah 84105.

II. PURPOSE/MISSION

Diversity Inclusion Values Action Incorporated (D.I.V.A.) is a charitable, educational, and civic organization created to educate, promote awareness, and provide a safe space for people of diverse backgrounds to learn, share their stories, and broaden their worldviews.

The corporation is organized exclusively for charitable, educational, and civic purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1968, as amended. Notwithstanding any other provisions of these articles, the corporation shall not carry on any activity not to be carried on (i) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code, or (ii) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code, or the corresponding provision of any future United States federal tax law.

III. OFFICERS/LEADERSHIP ROLES

- a. The officers of the Corporation will be a President, Secretary, and Treasurer of the corporation. These positions will be elected by the Board of Directors annually and reported to the Secretary of State.
- b. The President will prepare for and preside at meetings unless he/she designates another member.

OFFICERS/LEADERSHIP ROLES con't.

- c. The Secretary will keep current or oversee others maintaining all corporate records and minutes of meetings. He/she will also file all required forms with the Utah Department of Commerce, Division of Corporations & Commercial Code.
- d. The Treasurer will prepare a monthly or quarterly financial report and maintain the corporation's financial records and accounts.
- e. Officers will serve for a minimum of one year, or until they resign or are replaced by the Board of Directors, in accordance with D.I.V.A. By-Laws.

IV. MEETINGS

- a. An annual meeting to elect officers will be held as required.
- b. The Board of Directors may call other special meetings, as required.
- c. An annual report will be written by the President.
- d. The notice of any meeting at which Directors are to be elected will include the names of those nominated.
- e. A quorum will be a simple majority.

V. BOARD OF DIRECTORS/LEADERSHIP TEAM

- a. There will be at least three (3) and no more than seven (7) members of the Board of Directors.
- b. The Directors will not be required to be residents of Illinois.
- c. The Directors will serve without compensation.
- d. Each year the Board members will select primary areas of responsibility and solicit the participation of volunteers to accomplish those tasks.
- e. Board meetings will be held at least six times a year and may be called by any two Directors with forty-eight hours' notice delivered in person or electronically.
- f. A simple majority of the Board members constitutes a quorum.
- g. Meeting locations will be rotated to be convenient for most members.
- h. Meetings can also be conducted by conference telephone call or other electronic means.

BOARD OF DIRECTORS/LEADERSHIP TEAM con't.

- i. When necessary, Board members may vote on an issue without a meeting by giving written consent using e-mail, provided the issue is clearly defined in writing and everyone had been given three days to respond.
- j. The Board shall appoint a person(s) to form a nominating team for elections who develops a slate of Directors and conduct the elections.
- k. Board members may be removed if declared of unsound mind by a Court, if convicted of a felony, or if they fail to attend three (3) meetings of the Board within a single year.
- l. Vacancies on the Board may be filled by a majority of the Directors.

VI. PROCEDURES FOR DISCUSSION AND DECISIONS

The Board of Directors will adopt or write Special Rules to provide a method to reach substantial agreement. When there is a need to vote on an issue, a proposal will be presented first for group discussion. This proposal can be modified. When the issue(s) is fully understood and/or modified, then a motion to accept or reject the proposal can be made and voted upon. Any situations not covered by Special Rules will default to *The Modern Rules of Order* (American Bar Association) and secondarily to *Robert's Rules of Order*.

VII. DISSOLUTION CLAUSE

Upon the dissolution of Diversity Inclusion Values Action Incorporated (D.I.V.A.) assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose.

VIII. AMENDMENTS/MODIFICATIONS

A majority of Board Members attending a regular meeting, provided there is a quorum, may amend these By-Laws. Mail or electronic (e-mail) ballots can also be used to vote.



Appendix 4: Rising Young Leaders Membership Manual



Membership Manual

Article 1. NAME.

Rising Young Leaders Network (RYLN)

Article 2. MISSION AND GOALS.

Section 1. Mission

The mission of the network is to create support for leadership and professional development opportunities that aid communities in gaining skills and tools that aim to provide generational measures of success. Salt Lake County Office of Diversity and Inclusion recognizes the social responsibility to work towards and demonstrate the positive outcomes of collaboration among leaders, mentors, and partners.

Section 2. Goals

- a. Address opportunities that build generational measures of success
- b. Uplift several partners in SLCo that serve diverse populations
- c. Provide leadership skills essential to community building and collaboration
- d. Create a foundation of distribution and gathering of SLCo services and resources
- e. Aim to close gaps for those who commonly experience closed opportunities

Article 3. STRUCTURE.

Section 1. Administration

Manages administrative and logistical needs central to RYLN

- a. Salt Lake County Mayor's Office of Diversity and Inclusion

Section 2. Leaders

Organize direction of initiatives within the network and participate in Leadership Course Certification with an emphasis on the categories below.

- a. Asset Management
- b. Community Engagement
- c. Leadership + Professional Development



d. Leading an initiative with the support of RYLN
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Section 3. Partners

- a. Share in-house resources with networks partnership
- b. Connect to SLCo Boards and Commissions for advocacy opportunities
- c. Oversight of initiatives
- d. Administrative support

Section 4. Mentors

- a. Share fundamental skills for those becoming leaders within the network
- b. Connect leaders to leadership and professional development opportunities
- c. Oversight of initiatives
- d. Administrative support

Section 4. Rising Young Leaders Subcommittee

- a. Identify and connect young adult leaders to RYLN
- b. Create ways to support leaders in their growth and professional development
- c. Serve as a connector to SLCo Boards and Commission
- d. Oversight of initiatives

Article 4. CONSENSUS PROCESS.

Section 1. Consensus Methods.

Affairs will reach a consensus between active RYLN members in the following manner:

- a. Through action taken in RYLN meetings or by referendum of the members.
- b. Through actions and decisions of Administration between RYLN meetings.
- c. Through actions items between meetings

Section 2. Initiative Consensus

- a. Identify initiatives based on capacity
- b. Further develop chosen initiatives
- c. Set goals to move forward with initiative

Article 5. CONDUCT OF MEETINGS AND COLLECTIVE

BUSINESS. Section 1. Conduct of Business.

- a. All business will be conducted under Council principles and the Code of Ethics. See article 15, section 1 for the Code of Ethics
- b. Meetings will serve to present initiatives

Section 2. Project Management

- a. Conducted by person(s) leading initiative
- b. Based on specific initiatives
- c. Resource and Partnership gathering
- d. Leader will use skills in asset management, community engagement, and leadership development to assess support and direction of initiative



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Section 3. Asset Based Programming

- a. Rising Young Leaders Network
- b. Track initiatives for professional development focused on improving procedures and outcomes

Article 6. MEMBERSHIP AND PARTICIPATION.

Section 1. RYLN Eligibility

- a. Membership for leadership is primarily targeted to leaders ages (18-30)
- b. Open entry and membership for 'Join Us' and 'Network with Us' tiers

Section 2. Admission to Rising Young Leaders Subcommittee

- a. Admission is open to any community-based organization and individual willing to collaborate with local partners to enhance and support local programming. Section 3. Participation. There are 3 levels of participation which are as follows: a. Join us by becoming a member of the Rising Young Leaders Subcommittee b. Network with us by participating as a partner and/or mentor of the network c. Lead with us by committing to network's leadership certification course

Article 7. ADMINISTRATION/ BOARD.

Section 1. Composition.

- a. Administration is run by tiers which are as follows
 - Office of Diversity and Inclusion
 - Under the Vision and Guidelines of the Council on Diversity Affairs
 - Under Rising Young Leaders Subcommittee

Section 2. Responsibilities.

- a. Office of Diversity and Inclusion: Provides administrative needs central to the function of the RYLN
- b. Under the Vision and Guidelines of the Council on Diversity Affairs: Identifies gaps in services and efforts to support young leaders in the community
- c. Under Rising Young Leaders Subcommittee: Identifies service gaps in the RYLN and convenes to address concerns

Section 3. Filled by Administrators.

Article 8. LEADERSHIP

Section 1. Definition

'Lead with Us' is where the Leaders Cohort will sit. Leadership Cohort is non-partisan, 2 cohorts will be held per year and currently only open to ages (18-30).

Section 2. Commitment

Leaders must commit to a 6-month Leadership Certification Course that includes



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recruitment and a month-long evaluation period where this time will be used to connect leaders to opportunities that continue their leadership. ‘Lead with Us’ level of participation is meant for leadership and professional development and will not be treated as management over the RYLN.

Section 3. Badges

Digital badges will be awarded to those participating in the Leadership Certification Course to track and credit the skills learned through Badgr. Badges are awarded off trainings.

Section 3. Trainings

- a. Resource Team (*Asset Based*)
- b. Outreach Team (*Community Engagement*)
- c. Leadership Development (*Strategies*)
- d. Professional Development (*Tools*)

Article 9. VALUES

Section 1. Definition.

Values for RYLN are a mutual understanding of leadership characteristics that we follow which will ensure trust, transparency and effective communication between leadership, partnerships, mentors, Rising Young Leaders Network, and the community. Section 2. Strategies

- Building as a strategy
- Discovery as a strategy
- Integration as a strategy
- Alternatives as a strategy

Section 3. Values

- a. Recognition & Grounding: We must always start by recognizing ourselves, where we’re from, what land we are on, each other, who we want to become, and most importantly that we are the authors of our own story. Practicing recognition involved mindfulness
- b. Purpose & Proactivity: We must proactively plan long-term, practicing long-path thinking with futures thinking and transgenerational empathy toward collective flourishing. Make purposeful plans to initiate sustainable and avoid a reactionary approach to a solution, act rather than be acted upon. Our requests for help and support should be SMART (specific, meaningful, actionable, real, and time-bound)
- c. Home & Utah: Cement authentic relationships of trust and recognize that our roots must go deep for sustainable and generational transformation.
- d. Transformation: Work on your reputation through actions, not words. Naturally we must shed unneeded, unhealthy, toxic, oppressive, harmful, and violent ways of thinking and behaviours. Trauma not transformed is trauma transferred.
- e. Humility: We must recognize and respect everyone’s dignity and know when to share and when to actively receive to ensure we are all recognized. With organizing, we must



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- know when to act and when to encourage others to act to promote the holistic growth of all members.
- f. **Prioritize:** Reflect on your priorities in life, a bad day for ignoring possibilities, especially within hard choices. Recognize that seasons and cycles are both natural and healthy, that is why prioritizing is a mindful and purposeful act.
 - g. **Morale & Influence:** We should support each other to maintain hope. Increasing our aspirational capital, recognize that our labor requires practicing long path. Become aware of our motivation to combine our passions, missions, professions, and vocation to fulfill our purpose. As leaders we can inspire and help others feel safe.
 - h. **Transparency:** Clear is kind, unclear is unkind. Acknowledge that transparent leadership means leading with openness and honesty. A transparent leader keeps their team in the loop, shares information freely and invites open communication with others.
 - i. **Respect & Compassion:** The word respect roots in meaning “to look back, consider”, and the word compassion roots in meaning “together feel, suffer”. Both requires us to come from a place of love and solidarity. We practice engaged feedback when transformation is needed.
 - j. **Play, Creativity & Joy:** Play has a biological place, just like sleep and dreams do. Creativity recognizes the elements of experience, challenge, limitations and embracing loss. Capacities of innovation with collective genius include creative abrasion, creative resolution, and creative agility. Recognizing that joy keeps on coming enables us to not spoil or disrupt our flow of play, creativity, and joy.
 - k. **Wholehearted Living:** Practicing balance in cultivating letting go allows us to heal. Healing is not just a matter of personal health, but it is also a form of social change. Engaging in struggle is a taxing task that can take a toll mentally, emotionally, and physically: therefore, we must remain cognizant of our personal needs and maintain balance in our lives.
 - l. **Flexibility and Adaptability:** We must be creative when challenges arise in our work, by trying new ideas and new approaches to obstacles. It is important to be open-minded and not “set” in our ways as leaders because campaigns, events, and meetings have different dynamics and challenges. We never shame others or ourselves. We approach our need to be flexible and adaptable in a healthy way. Deep breathing is pivotal to flexibility.
 - m. **Daring Greatly:** Daring greatly is all about showing up, rumbling with vulnerability, living into your values, developing emotional literacy, giving, and receiving feedback, resetting after setbacks, braving trust, and learning to rise. If we don’t show up, we already lost.
 - n. **Courage:** Showing up is important because it moves us into building trust between our community. The anatomy of trust is braving boundaries, reliability, accountability/answerability, vault, integrity, non-judgement, generosity. If we cause



Appendix 4: Rising Young Leaders Membership Manual

- harm, we must answer to that and transform.
- o. Diligence & Agility: We strive to think and act diligently and long path, making our commitment to serving our communities sustainable. Creative agility recognizes learning through discovery and orientation towards our vision, then picking up our speed, in order to do and become what we need to become.
 - p. Sharp & Prepared: We must do our best to be prepared by taking time to sharpen, master and recognize that the more we know how to use tools correctly, the safer and more effective we are in leveraging our resources to accomplish our goals.
 - q. Collectivity: One raindrop can bring life to a plant, but a whole rainstorm can water a forest, field, replenish water reserves, flood an area, and change the very face of the land. Likewise, our collectivity will make the difference when organizing initiatives. We ask for leadership over allyship. True solidarity is not only showing up ready for any of the consequences associated with being a leader, but also always allowing those in a community lead their own community.
 - r. Celebration: It is foolish to spoil our celebration, song, dance, and joy by anticipating it's end, therefore be mindful, present, show up and enjoy.

Article 10. RECRUITMENT

Section 1. Define

Recruitment for the network will be conducted by Office of Diversity and Inclusion. Recruitment falls under an initiative and member centric model. Recruitment is also explicitly non-partisan.

Section 2. Recruitment Methods

- a. On-campus outreach
- b. Classroom presentations
- c. Recruitment Drives
- d. Peer-to-peer word of mouth
- e. Individual recruitment
- f. D&I social media

Section 3. Principles of Retention

- a. Network and job placement opportunities
- b. Age level variation
- c. Correspondence
- d. Youth and young adult-driven planning
- e. Early and ongoing success
- f. Group evaluation and assessment



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Article 11. PARTNERSHIPS

Section 1. Define

- a. The role of partnerships is to participate in ways to connect RYLN initiatives to community needs and resources
- b. Long term partnerships will aid in understanding community needs and advocacy opportunities

Section 2. Partnership roles

- a. Oversight of special initiatives
- b. Connection to County plans
- c. Leadership and professional development
- d. Share in-house resources with partners
- e. Collateral Partnerships

Section 3. Types of Partnerships:

- a. Internal (*placeholder*):
 - Salt Lake County Criminal Justice Services
 - Salt Lake County Health Department
 - Salt Lake County Mayor's Office of Diversity and Inclusion
 - Salt Lake County Mayor's Office for New Americans
 - Salt Lake County Council
 - Salt Lake County Youth Services
 - Utah Commission on Criminal & Juvenile Justice Racial and Ethnic Disparities Advisory Committee
- b. External (*placeholder*):
 - Non-profit Agencies and Organizations
 - Public and Independent Schools
 - Colleges and Universities
 - Faith Community and Civic/ Service clubs
 - Chamber of Commerce, Philanthropic Community-based organizations, Business/ Professional Community
 - Hospitals, Community Health System
 - Government agencies outside of County

Section 4. Additional Support

1. Opportunities: Jobs, paid internships/fellowships, 1 on 1 mentoring with leaders, participate in information interview
2. In-kind support: Free venues, supplies, resources, volunteers, free food
3. Monetary Support: Sponsor initiatives

Article 12. MENTORSHIPS



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Section 1. Definition

Mentors' role is to influence by sharing fundamental skills for those becoming leaders within the network

Section 2. Responsibilities

- a. Provide subject matter information or knowledge on best practices to lead within communities
- b. Participate on 1on1's with leadership members if asked
- c. Provide any job opportunities that leadership can apply to
- d. Participate in informational interviews

Article 13. RECALL OF ADMINISTRATORS

Any elected Admin or Members, like any member, will be held accountable for their behavior according to the accountability process. While the accountability process is being undertaken, Individual will be suspended from their role. This is to ensure that the person harmed doesn't have to interact with them.

Depending on the administration sitting in Salt Lake County's Mayor's Office, leadership has an obligation to terminate RYLN or find a new administration.

Article 14. AMENDMENTS.

After adoption, these Principles may be amended by referendum. The proposed amendment must be introduced at a previous Rising Young Leaders Network meeting.

Article 15. COMMUNITY ACCOUNTABILITY.

Section 1. Code of Ethics: Following non-partisanship guidelines.

- a. Pronouns will be communicated and respected.
- b. Language should be inclusive. There will be no tolerance of sexist, racist, LGBTphobic, Zionist/anti-semitic, fatphobic, Islamophobic, ableist language, or any other discriminatory "-isms."
- c. Speak for yourself, not anyone else. No conflation.
- d. Use "I" statements. Your membership to one marginalized community does not grant access to speak over groups you do not belong to.
- e. Voices, opinions, feelings, etc. from BIPOC will be prioritized.
- f. Take space, make space. Listen, don't wait to speak. Before speaking, review W.A.I.T (Why Am I Talking?)
- g. Assume best intentions. We are all at different points of learning and must be understanding of that.
- h. If you are unfamiliar with a subject, choose not to authoritatively speak and instead ask questions. Remember: no investigation, no right to speak.



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Section 2. Member Accountability Process

We hold that any human is capable of growth and forgiveness. We do not want to push people away by simply punishing and expelling people from our community--especially one with the purpose to educate--if the person who harmed and the person harmed can reach a resolution. The person who harmed must willingly participate in an accountability process sufficient to the person harmed and the community.

If a member, especially an admin, fails to adhere to the Code of Ethics or participates in other behaviour that member(s) feel is antithetical to the Council's mission they may have to participate in the accountability process with a Member(s).

Any member(s) can choose to initiate a community accountability process of another member by:

1. Contacting a trusted member or Admin to communicate to a Member.
2. At least two Admin should be contacted for accountability purposes.
3. Directly submitting an anonymous report to two members via a Google form.
4. Directly submitting a named report to two Members, such as through a private message.

If the person(s) harmed and Member or admin team request an accountability process: 1. A process must have a clear beginning and an end. The Admin and the member harmed can determine how long processes should last and how much capacity (in terms of time, members, energy, and so on) they actually have to offer. 2. We are not a monolith; each person harmed is different and has a different set of needs, wants, ways to be supported, and so on. The person harmed should be at the center of a process but should not necessarily be the ones driving them as that may be an unfair burden of labour and values may be at odds.

3. Goals of the process must be clear and attainable, not vague and arbitrary.

a. Examples of vague goals:

- They will stop harassing people.
- They will stop being misogynistic and unlearn their social conditioning.
- They will be "accountable" for their actions.

b. Clear and attainable goals and conditions could be:

- The aggressor will cease behavior and give a clear apology to the survivor and to the larger group in writing.
- They will be given resources to educate themselves about the issue and will discuss these readings/etc. with their support person.

Citizen Exchange Circle Summary: Interfaith Dialogue
Friday, February 28, 2020

What is a Citizen Exchange Circle:

A Citizen Exchange Circle (CEC) is an opportunity to address a topic of mutual interest, sharing information, and best practices while building relationships and developing potential action around future engagement.

The Goal of CECs:

While it would be amazing to identify solutions to the topic we discuss, the goal of the CEC is to connect each other to their like-minded counterparts and challenge each participant to think of ways to move forward in their efforts.

Topic: How do faiths co-exist in Utah?

Participants: See appendix A

Subthemes & discussion questions: See appendix B

Small-Group Discussions:

- Religious leaders can suspect the causes and consequences of religious extremism, but without data, it's just an assumption. However, during this dialogue, Mr. [REDACTED] shared his field research and data analysis that can be used to support these assumptions. This field research will be shared with the group.
- Misinformation about religions needs to be addressed at the grassroots level. While every country addresses religion and education in their unique way, the consensus is discussing religion in public schools combats misinformation through education.
- One Utah resource could be Utah's 3R's Project – the three R's stand for rights, responsibilities, and respect, and outlines the rights guaranteed by the First Amendment; the responsibility that citizens have to protect and defend the rights of all Americans [even those with whom they disagree]; and the respect that is necessary to maintain civil discourse about issues when people disagree because of deeply held beliefs.
- Youth from different religions should come together, which is also a way to combat misinformation.
- Utah offers a unique case study for religions co-existence in a community, and often, Utah has more in common with other countries than other U.S. states. This may be the result of Utah having a predominant religion that works with other faiths in the community.
- Freedom of speech has created great civil dialogue.
- Science and research has a lot of offer in term of data and case studies, but elected officials don't use this information or discredit it because it doesn't support their value systems.
- Communities need to move away from political correctness and be willing to embrace civil dialogue.
- Faiths need to be proactive in hosting interfaith dialogues and events. IE Cooking brings people together.
- Faiths should also work together to address common social issues, such as climate change, domestic violence, and hunger.

Appendix 5: Salt Lake Interfaith Roundtable Citizen Exchange Circle

- Extremism exists on a global level and is fed by media antics. However, global solutions start on a local level.
- were provided on post-it notes as action items:
 - Starting an interfaith book club.
 - Invite other religious leaders to speak at congregations.
 - Learn about government regulations & use them to interfaith advantage.
 - It is our responsibility to educate ourselves about various faiths.
 - A challenge was presented to the group to name 9 other faiths, other than your own, and learn about them.
 - Host interfaith services around common issues such as climate change or refugees and immigrants.
 - Involve other faiths in community gardens & food access programs.
 - Invite other faiths to participate in activities like cooking or sharing of holiday traditions

Finale Action Items/ Lessons Learning

Mr. [REDACTED] will translate his field study to English when he returns to his country. Once translated the document, he will email it to Felecia who will send it to the group.

APPENDIX A

Group Contact Information

First Name Last Name Email

Anonymized

APPENDIX B

Subthemes & Discussion Questions

Peace & Inclusion in Communities:

- Discuss how your community creates an inclusive atmosphere for different faiths. Give real-life examples.
- Discuss global programs or initiatives that focus or support interfaith dialogues.
- Discuss different individual and group projects that encourage and create interfaith dialogue.
- Discuss how your community promotes peace and inclusion through the use of art, food, and other cultural and faith-based activities.

Role of Faith Organizations in the Broader Community:

- Discuss ways faith organizations do/could work together on common-interest issues such as climate change, income inequality, healthcare, education, protection against gun violence, etc.
- Discuss ways faith organizations can improve their communications and outreach to the broader community.

Appendix 5: Salt Lake Interfaith Roundtable Citizen Exchange Circle

- Discuss if/how faith organizations are addressing artificial intelligence, automation of employment, and its impact on a community.

Faith Organizations & Government Relations

- Discuss government (at any level) strategies that advance interfaith dialogue.
- Discuss the relationship between different faiths and the local government in your community.
- Discuss if/how government combat hate-speech or hate-crimes, including acts against religious sites.
- Discuss if/how the current political climate affects the lives of individuals or groups that represent various faiths.

Combating Extremism & Misinformation

- Discuss if/how your community addresses misinformation about faith organizations.
- Discuss if/how specifically faith organizations work together to create awareness about islamophobia or anti-Semitism.
- Discuss the role media plays in addressing the diversity of various faiths in a community, and if their reporting of these faiths influence the broader community's perception.
- Discuss ethnic or religious phobias that exist (either open or hidden) in your community.
- Discuss the role faith organizations play in creating tolerance and addressing misinformation about other faiths.

Educating the Broader Community (non-student adults)

- Discuss strategies that exist in your community to inform adults about various faiths and support interfaith dialogues.
- Discuss how faith-based systems or religious minorities in your community are viewed, and how your community addresses prejudices, fear, and stereotypes associated with these groups.
- Discuss your community's attitude towards interfaith dialogues.
- There is a perception that the United States is a diverse country with protected freedom of religion. Discuss if this perception influences the need or value of interfaith dialogues.

Faith & Youth

- Discuss if/how academics at all levels address faith and interfaith dialogues.
- Discuss if there are specific topics or concerns academics are attempting to address as it relates to youth and various faiths.
- Discuss how faith leaders are addressing the radicalization of youth, especially as it relates to social media. Provide examples of the tools being used.
- Discuss how faith leaders, mediators, teachers, and social workers are being prepared to address extremism. Provide examples of the tools being used.

Appendix 6: International Youth Summit Project Plan

Project Plan					Timeline																	
<h1 style="color: red;">International Youth Summit</h1>					Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13			Week 14		
					5/1 7/2 1	5/2 4/2 1	5/3 1/2 1	6/7 /21	6/1 4/2 1	6/2 1/2 1	6/2 8/2 1	7/5 /21	7/1 2/2 1	7/19 /21	7/2 6/2 1	8/2/ 21	9	10	11	12	13	14
							Memorial				Fourth of July		Pioneer Day Day of Office				Aug 9	Aug 10	Aug 11	Aug 12	Aug 13	Aug 14
August 12, 2021 Goals 100 attendees attend the event (50 high school, 50 college/career), with contact information captured Logistics + Attendee Experience Choice Points: Space for all attendees and speakers (plus social distancing, parking, transit, etc) Luncheon served																						
Step	Owner	Consulted	Due	Status																		
Discuss space needs with CODA & Efren Pitch event to the RYL Committee	Vincent		5/31	Done																		
Finalize Budget	Vincent	Felecia	6/7	Done																		
Confirm Space	Vincent		6/7	Done																		
Begin coordinating the planning committee	Vincent		6/15	Done																		

Appendix 6: International Youth Summit Project Plan

Begin drafting the event agendas/programs	Vincent, Deaun, Ashley	7/1	Done																
Outreach for food/catering, including all dietary restrictions Preference for POC/immigrant owned catering Not buffet (probably, right?)	Deaun	7/1	Done																
Contact UTA about providing transport between venue and TRAX stop. Free fare for the event? Via App will probably be the best option	Vincent	7/1	Stuck																
Conference app looked into. Attendee communication plan finished	Vincent	7/1	Done																
Investigate options for carbon-offsets for conference programs	Bridget	7/15	Working on it																
Tentatively finalize event program book	Ashley	7/19	Done																
AV needs at location confirmed, communicated	Deaun	7/19	Done																
Agenda CONFIRMED	ALL	7/19	Done																
Present event program book to GLSF committee	Vincent	7/27	Done																
Coffee confirmed	Vincent	8/1	Done																
Finalize event location layout	Deaun	8/1	Done																

Appendix 6: International Youth Summit Project Plan

Step	Owner	Consulted	Due	Status														
Tentatively Finalize Event Agenda	Vincent & Deaun		5/31	Done	█	█	█											
Outreach for 7 for 17 Nominations	Felecia & Vincent		7/1	Done	█	█	█	█	█	█	█	█	█					
Outreach to VIP Speakers	Deaun		7/1	Done			█	█	█	█								
Outreach and confirm session speakers	Deaun		7/12	Done			█	█	█	█	█							
Outreach for Tabling	Vincent		8/1	Done			█	█	█	█	█	█	█					
Finish social media kit			7/1	Done			█	█	█	█								
7 for 17 DECIDED	Vincent, Deaun, Volunteers		7/28	Done			█	█	█	█								
Finalize Diplomacy Simulation materials	Vincent		8/1	Done						█	█	█	█	█	█			
Speaker Comms - Confirm AV Needs	Deaun		8/1	Done									█	█				
Final Speaker Email - Final Info	Deaun		8/9	Working on it														█
Thank you notes sent to speakers	Deaun		8/16	Working on it														█
Outreach																		

Appendix 6: International Youth Summit Project Plan

Choice Points: Media buzz created and tracked Signup goals met				
Step	Owner	Consulted	Due	Status
Meet with Megan & Ashley to Create Outreach Plan	Vincent & Deaun	Megan & Ashley	5/31	Done
Website page created	Vincent		6/1	Done
7 for 17 Outreach launchehd	Ashley & Megan		6/1	Done
Event style and branding finshed	Ashley		6/14	Done
Eventbrite events created	Deaun		6/14	Done
Radio Active - High School Planner?		Felecia	7/14	Done
GOAL: 50 attendees signed up	ALL	Ashley & Megan	7/14	Done
Photographer & video plan confirmed	Ashley? Ibra?		8/1	Done
Final Outreach Buzz			8/10	Done
Media thank yous	Ashley, Megan		8/16	Done

Appendix 7: List of Suggested Partner Organizations

Table 2: List of Suggested Partner Organizations

Organization Name	Website	Mission and Programs
Salt Lake County Rising Young Leaders	https://slco.org/diversity/coda/subcommittees/rising-young-leaders/#:~:text=The%20mission%20of%20the%20Rising,Residents%20in%20Salt%20Lake%20County.	Develop opportunities for youth and young adults in the county with an emphasis on education and professional development
Salt Lake Interfaith Roundtable	https://www.interfaithroundtable.org/	Out of this work for the 2002 Olympic Winter Games came a desire to continue this interfaith dialogue, friendship, and understanding. The Salt Lake Interfaith Roundtable has continued to meet monthly ever since and collaborate on mutual interfaith goals. An older constituency, but they may have 'best practices' for multicultural exchange
Utah Black Chamber	https://utahblackchamber.com/	Utah Black Chamber is a creative hub for Black entrepreneurs, minority business owners, and their allies to build a network of community, resources, and funds that help the advancement of all minority-owned businesses; more specifically black-owned ventures.
Utah Hispanic Chamber of Commerce	https://www.utahhcc.com/	The Utah Hispanic Chamber of Commerce is part of a national network that seeks to promote the advancement of hispanic-owned businesses.

Appendix 7: List of Suggested Partner Organizations

<p>Utah Asian Chamber of Commerce</p>	<p>http://www.utahasiancc.org/</p>	<p>The Utah Asian Chamber of Commerce exists to foster Asian business and professionals with activities that result in a prosperous and economically healthy Asian community.</p>
<p>Utah Native American Summit</p>	<p>https://indian.utah.gov/events/native-american-summit/</p>	<p>Hosted by the Utah Division of Indian Affairs, this Summit brings together tribal leaders, community partners, government officials, educators, students, and community members to engage in productive dialogue to help Utah’s tribal communities grow and thrive.</p>
<p>Latinos in Action</p>	<p>https://latinosinaction.org/</p>	<p>Latinos in Action is a community-based nonprofit that works to bridge the graduation gap among latino students in Utah.</p>
<p>Community Foundation of Utah</p>	<p>https://utahcf.org/</p>	<p>Community Foundation of Utah is a nonprofit organization that works to streamline philanthropy for major-gift donors. The Community Foundation of Utah also works with nonprofit leaders on skill development and networking.</p>
<p>Latinos Outdoors</p>	<p>www.latinoutdoors.org</p>	<p>Latino Outdoors aims to inspire, connect, and engage the Latino communities in the outdoors and embrace cultura y familia as part of the outdoor narrative, ensuring Latino history, heritage, and leadership are valued and represented.</p>

Appendix 7: List of Suggested Partner Organizations

Outdoor Afro	www.outdoorafro.com	National Organization that celebrates and inspires Black connections and leadership in nature.
Hispanic Heritage Foundation	www.hispanicheritage.org	The Hispanic Heritage Foundation identifies, inspires, prepares, and connects Latino Leaders in the community, classroom, and workforce.
Latino Victory	www.latinovictory.org	Latino Victory is a progressive political action committee working to grow Latino political power by increasing Latino representation at every level of government.
Latino Donor Collaborative	www.latinodonorcollaborative.org	The Latino Donor Collaborative is dedicated to reshaping the perception of Latinos as part of the American social mainstream.

Appendix 8: MESAS List of Potential Partners

MESAS' List of Potential Partners

Arts

- Partners
 - SpyHop
 - Utah Museum of Fine Arts
 - Existimos
 - Cultura Events
 - Chocolate Factory
 - Soul By Ame
 - Roots Art Kollektive
 - FICE
 - Homerunners
 - Prom X Committee
 - Okito
 - Sundown Arts Collective

Business

- Utah Hispanic Chambers of Commerce
- Utah Black Chambers of Commerce
- Utah Asian Chambers of Commerce
- IconoClad
- Utah Nonprofits Association
- MeDium
- Utah Latino Business Expo
- Aziza SLC
- Laziz Kitchen

Education

- Partners
 - Westside Leadership Institute
 - University Neighborhood Partners
 - Missing and Murdered Indigenous Women and Relatives of Utah
 - Utah PRIDE Center
 - Living Color Utah
 - Project Black Girl

Elected & Public Servants

- Partners
 - Rose Park Brown Berets
 - Raising Me
 - Rural Utah Project

Environmental

- Partners
 - HEAL Utah
 - Hispanics Enjoying Camping, Hunting, and the Outdoors (HECHO)

Appendix 8: MESAS List of Potential Partners

- Southern Utah Wilderness Alliance

Appendix 8: MESAS List of Potential Partners

Housing

- Partners
 - Utah Road Home
 - NeighborWorks
 - Open Air Shelter Coalition SLC

Legal & Law Enforcement

- Partners
 - SLC Mexican Consulate
 - ACLU
 - Young Women's Christian Association YWCA Utah
 - LULAC

Medical & Health

- Partners
 - Equality Utah
 - Rape Recovery Center
 - Planned Parenthood

Media

- Partners
 - Slug Magazine
 - U92
 - Telemundo

Science, Engineering & Technology

- Partners

Information printed following this page

UNA's Guide to Starting a Nonprofit

2022 Edition



- A PUBLICATION OF THE UTAH NONPROFITS ASSOCIATION -

- WWW.UTAHNONPROFITS.ORG -



Introduction

Nonprofits bring hope, joy, inspiration, and healing to the communities they serve. Your interest in starting a nonprofit confirms that you want to make the world a better place. You are in good company, there are over 1.5 million nonprofits in the United States and over 10, 000 of these call Utah home. Before you start this work—and starting a nonprofit is work—we encourage you give thought to whether starting a nonprofit will create the impact you desire. You may find that joining an existing nonprofit, starting a chapter of a national or regional nonprofit, or another option will better serve your goal to improve our communities.

Once created, a nonprofit belongs to the community. The board of the nonprofit has the legal responsibility to meet the duty of care, the duty of loyalty, and the duty of obedience. Founders, while essential to the organization’s mission, never own a nonprofit.

UNA’s Guide to Starting a Nonprofit provides high-level information on the most basic steps for starting a nonprofit, a complex, multi-step process that may require expert advice from accountants and lawyers. Nonprofit law can change, and this guide may become out of date, so we encourage you to consult with a lawyer or accountant for advice specific to your organization and situation.

The Details

UNA’s Guide to Starting a Nonprofit is not a substitute for legal or risk management advice. The guide is a supplement to, not a replacement for, the instructions provided by the government entities overseeing nonprofit corporations. A nonprofit organization is not a business plan; it is a tax structure. Utah Nonprofit Association offers this guide as strictly legal information—not as legal advice. If you have further questions or concerns, please seek professional advice. Your use of this guide in no way creates any responsibility or liability for Utah Nonprofits Association.

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Considerations



Before you form a nonprofit,
please consider these
suggestions:

Considerations

1. **Do Your Research:** Starting a nonprofit is just one of many ways to make an impact in the community. Starting and sustaining a nonprofit is a significant challenge. There are currently more than one million charitable nonprofits in the United States, and many struggle to attract funding. In Utah alone, there are over 10,000 nonprofit organizations.
 - Identify and quantify the need for the specific organization.
 - Research whether there are other groups already engaged in the same or similar work.
 - Ensure that starting a new nonprofit is the right solution for the community.
2. **Build a Foundation:** If a new nonprofit is the best solution for the community, build the structure for the organization. Decide:
 - Who should be involved,
 - Who will serve on the organization’s board (a good rule of thumb is to choose a minimum of three board members that are not related to the founder through family or business ties; the IRS encourages [specific governance practices](#) for 501(c)(3) board composition). [Here is a short video from NEO Law Group regarding five things to consider when selecting an initial board of directors.](#)
 - Create a business plan that includes when to file paperwork, how to find assistance, and how to create and sustain the nonprofit.
3. **Familiarize yourself with Filing for Federal Tax-Exempt Status:** As noted, UNA does not provide legal assistance for organizations seeking assistance with their application for tax-exemption. We recommend you review IRS [Stay Exempt Tutorials](#) that offer background on what it takes to become a 501(c)(3) organization that is recognized by the IRS as tax-exempt. [See also IRS Publication 557](#)
4. Additional information can be found [here](#), that outlines this information and details more. Also keep in mind that once your idea has been formed into a nonprofit it no longer ‘belongs’ to you – it belongs to the community, specifically the community for which your mission serves.



What is a nonprofit?

A nonprofit is an organization that has a mission that serves the public interest, has filed incorporation papers with the State of Utah as a nonprofit, and receives federal and state tax exemption.

In addition to registering with the State of Utah, nonprofit organizations must also seek and receive tax-exempt status from the Internal Revenue Service (IRS). The IRS provides tax exemptions to 29 different types of organizations and each type is covered by a different subsection of the 501(c) section of the tax code. Public charities, nonprofits with 501(c)(3) tax status, including Utah Nonprofit Association, are exempt from paying most federal income tax, and donations to them are exempt from tax. When this guide refers to “nonprofits,” it refers to organizations that have received IRS recognition of status as a 501(c)(3) organization.

What is a nonprofit?

Tax status aside, much of nonprofit administration and operations are similar to those of profit organizations. Effective nonprofits have visions and strategies, need a diversified revenue stream, market their organizations, and file tax forms. While sustainability for both falls on their ability to generate revenue, one of the most important differences is ownership. For-profit entities may be owned by stockholders, partners, individuals, etc., but nonprofits are owned by the community. In the simplest of terms, owners of for-profit businesses are legally entitled to take profit from the organization, but nonprofits are forbidden from inuring (providing monetary or nonmonetary asset) officers, directors, or staff members or providing private benefit to an organization or individual. Any amount of inurement, no matter how small, can jeopardize an organization's tax-exempt status.

Reasons NOT to form a nonprofit

In some situations, it may be more advantageous to form a for-profit business, function informally without 501(c)(3) exempt status, or partner with an existing nonprofit. Forming a for-profit business maintains ownership of the assets, vision, and mission. Founders of nonprofits, after dedicating their efforts and energy to creating a nonprofit, have seen volunteer boards of directors shift the direction of the organization from their original vision. If always maintaining control over the mission and vision of the nonprofit is important to the founder, they should strongly consider forming a for-profit company. The purpose of a nonprofit is to serve the community, not a limited number of individuals. There are no "owners," in the traditional sense, of a nonprofit organization. This is one reason that the government requires nonprofits to have a volunteer board of directors. Volunteer boards of directors promote community ownership of the organization.

Can a nonprofit begin operation before it receives the 501(c)(3)-determination letter?

Yes. A nonprofit organization, meeting the requirements of section 501(c)(3), can operate on a limited basis as an exempt organization before it receives its determination letter from the IRS. If a 501(c)(3) application, Form 1023, is filed within 27 months of the date the organization was incorporated, the effective date of exemption will be retroactive to the date of incorporation. Donations made before the ruling can be accepted and are retroactively tax deductible. If filing Form 1023 with the IRS is delayed beyond 27 months, the effective date of exemption may be considered the date the IRS receives the Form 1023. When this happens, prior contributions will not be deductible and income may be liable for corporate income taxes. It is advisable that if an organization is operating before receiving an IRS determination letter, that the organization communicates that to donors and constituents.

What is a nonprofit? (cont.)

FAQ: How long does it take to get nonprofit status?

The time it takes to receive nonprofit status varies widely and an exact time frame cannot be provided. Some steps take less time than others. For example, incorporating with the State of Utah can be relatively straightforward—prepare the Articles of Incorporation and submit them to the Division of Corporations. Other steps, like completing IRS Form 1023 or Form 1023-EZ and the Bylaws can take longer. All are encouraged to be patient, use this time to plan for organizational sustainability, and board of director recruitment.

FAQ: Is it possible to expedite the ruling process?

The IRS will only approve expedited processing of an application when the request is made in writing and contains a compelling reason for its prioritization. [The IRS provides more information and direction.](#)

FAQ: Can my nonprofit have positive net revenue aka 'make a profit'?

Yes! The title “nonprofit” can be misleading. A nonprofit organization can, and should, have more income than expenses. It is healthy for an organization to have a fiscal reserve to provide insulation against changes in funding, requests for services, or changes in operation. Some nonprofits are fortunate enough to manage an endowment, from which it either spends or reinvests the interest gained on the money. What distinguishes a nonprofit from a for-profit business is not whether the organization makes money but what happens to the profit. Any money raised by a nonprofit organization must be used to fulfill the mission of the organization. For-profit enterprises may take income out of the organization to pay dividends, bonuses, or to fund other initiatives.

FAQ: When can we set up a bank account?

To set up a bank account, an organization generally needs to present the following documents:

- The Tax Identification Number (T.I.N.). The T.I.N. number (sometimes called an EIN or Employer Identification Number) comes from the IRS and is obtained by applying for an Employer Identification Number using the Form SS-4.
- Proof of registration with the State of Utah, such as the stamped Articles of Incorporation.
- Financial Institutions will also check that the nonprofit has an updated business license and updated board of directors list on file with the State of Utah.
- Additional items may also include meeting minutes from the board affirming that the leader has authority to open the account.
- It is recommended that the organization consult the financial institution the organization intends to do business with for a full set of required documents.



Steps to Organizing a Nonprofit



An Overview

An Overview of Steps

1. Choose a name for the organization and check its availability on the [Utah Department of Commerce website](#).

Prepare and file an application for [Reservation of Business Name](#) (optional).

2. Recruit Incorporators and a Board of Directors
3. Appoint a Registered Agent
4. Prepare and file Articles of Incorporation with State of Utah
5. Obtain an Employer Identification Number (EIN) from the IRS
6. Prepare Bylaws
7. Establish a conflict-of-interest policy
8. Apply for 501(c)3 status with the IRS
9. Secure Utah State Tax Identification Numbers, Accounts, and Exemptions
10. Register for a Utah Charitable Solicitations Permit



Step 1: Choose a Name for the Organization



The decisions made today about the nonprofit will impact the organization for years to come. Consider the long-term implications of choosing a name and the size and structure of the board of directors. Does the name immediately tell people what the organization is intended to do? Does the acronym make sense?

Choosing a Name

To avoid trademark conflicts, check the following resources:

- The [Utah Department of Commerce website](#)
- Search the web for the desired name as well as for similar names. Make sure the preferred name is not being used as a domain name, which might violate a trademark.
- [Federal trademark database](#)

Reserve the Business Name (optional)

While it is not required to reserve the name before filing the Articles of Incorporation, the State of Utah, through the [Department of Commerce](#), allows organizations to reserve their name for 120 days. This temporarily holds the name while the process of filing of the Articles of Incorporation is completed. Once the Articles of Incorporation are filed with the State of Utah, the desired name that was held will be assigned to the organization.



STEP 2: Recruit Incorporators and Board of Directors

The incorporator (founder) signs the Articles of Incorporation; this can be one or more individuals. Board of Directors make up the governing body of the nonprofit corporation and are committed to the purpose and success of the organization. The IRS requires a minimum of three unrelated individuals and Utah law requires they be 18 years of age or older.

Recruit Incorporators and Board of Directors

FAQ: How should we structure the board of directors?

Utah law gives nonprofits flexibility in determining the size, shape, composition, and functioning of their boards. The size of the board should reflect the nature of the organization. Boards may be structured in many different ways and include many different kinds of people. Typical board structure includes governing, advisory, and working boards.

FAQ: Who should be a founding board member?

Having the right people serve on the Board of Directors is important for both new and mature nonprofits. You'll want look for a variety of people, including people who are willing and able to work, people with deep ties to the community, visionary leaders who are passionate about the cause, as well as people that are able to help raise money to support the nonprofit. Since all nonprofit boards of directors have a fiduciary responsibility for the organization—which means they are each financially responsible for the organization—it is imperative to make sure that the Board includes individuals who are savvy, invested in the mission, and can help the nonprofit work towards long-term sustainability.

FAQ: How big should the board be?

Utah state law requires that you have secured at least three board members before the Articles of Incorporation may be filed. As you consider how many people should be on the Board, note that too few members can place a tremendous burden on a small number of people and too many members can become unwieldy. Many organizations find that between five and nine members is the right size—but that can and will vary by organization. Other considerations for determining the right size of the Board include the roles of the board members, the tasks to be accomplished, and the mission of the organization. Board service can be made more effective and efficient with the use of committees. Committees should support the board activities and can be made up of non-board members. By dividing board activities into committees can involve more people in the organization (even find potential board members) and shorten board meetings by taking care of specific details in committee meetings.

Recruit Incorporators and Board of Directors

FAQ: Why are we required to have at least three board members?

According to the Utah Code, nonprofit organizations are required to have a minimum of three board members. This minimum requirement exists to help a new nonprofit expand beyond the incorporator and founders and better protects the public interest—the ultimate beneficiary of the nonprofit and all 501(c)(3) organizations.

FAQ: How long should a board member serve?

Your Bylaws will typically spell out the length of service for Board members. Two- or three-year terms are common, although there are different thoughts about the ideal length of service. That length of time allows board members to learn the workings of the organization without burning out. Additionally, there may be a need to provide opportunities for board members to serve multiple terms. Bylaws provide both guidance to the board, and protection should a problem occur. If a problem arises with a board member, the best, and sometimes the only way to remove that board member is through board term limits. By enforcing term limits, the board remains fresh, and over the life of the organization, more people can be involved in the organization. The recommendation is to have a limitation on no more than 3 terms, the preferred is two terms. Having someone serve longer than six years in one continuous period years is not recommended. Board members can always come back to the board after a break. As a practical example if the organization chooses three-year terms, it is recommended that they be limited to two terms, or a total of six years.

FAQ: What constitutes a quorum?

The Bylaws should define the number required to make a quorum. Most often, it is either a majority or two-thirds of the board.

Recruit Incorporators and Board of Directors

FAQ: Can a board member receive payment for service on the board? Or, can a board member receive payment for services to the organization which are separate from their role on the board?

Board members may not be paid for their service on board. One of the key restrictions that the IRS places on a nonprofit organization is that the board members be volunteer representatives of the community. Board members may, however, be compensated for gas, mileage, and expenses associated with their service on the board. Although it is best to separate the activities of the board and the activities of staff and/or contractors, there are occasions when a board member may provide services that are separate from their board service. For example, a dance company may have a member of the board who is also an instructor for the company. If this occurs, be careful to keep clear records of the board member's service and their paid work.

FAQ: How often should the board meet?

As often as needed, but not so many times that board members do not feel their time is well spent. Much will depend on the type of board the organization has. A governing board may only need to meet on a quarterly basis to approve the budget or set new policies. A working board may need to meet monthly to ensure the health of the organization and provide prompt attention to important decisions. Try to limit the number of meetings or limit the length of meetings by using time-savers such as separate ad hoc committees or consent agendas. One way to maintain efficient board meetings is to use committees. Assign board members to committees as directed by the mission and strategic plan. At the board meeting, each committee could then make a report (or have an enclosure in the consent agenda about committee work) and ask for approval on specific items. Using this format can empower board members and encourage efficiency at board meetings.



STEP 3: Appoint a Registered Agent



The registered agent is a legal appointment and is responsible for receiving legal notices on behalf of the nonprofit and must be physically located in Utah with an office that is open during regular business hours.

Appoint a Registered Agent

The registered agent will serve as the main point of contact between the State of Utah, courts, and the nonprofit. This needs to be secured prior to completing the Articles of Incorporation.

FAQ: Can an individual serve as my nonprofit registered agent?

Many nonprofits consider appointing a board member or employee as their registered agent. While this approach may work in some cases, it can have significant downsides. The registered agent must be available during all business hours to receive Service of Process. Individuals with busy professional and personal schedules often cannot fully meet this requirement. As a result, the nonprofit's risk of missing service of process increases. While appointing a board member or employee may sound like a good deal in the short term, the risks and long-term costs are often higher. Board and personnel turnover increases the ongoing cost of maintaining nonprofit registered agents. Each time a registered agent is no longer able to serve in that capacity, the nonprofit must file an update with the State of Utah.



Step 4: Prepare and file Articles of Incorporation with State of Utah

Although a nonprofit organization can take other forms, most nonprofit organizations are corporations which are formed under state law. To form a Utah nonprofit corporation, Articles of Incorporation must be filed with the Utah Department of Commerce. The Articles of Incorporation is the only document required by the State of Utah for forming a nonprofit and it establishes evidence of an agency's nonprofit nature and provides general information about the organization.

Prepare and file Articles of Incorporation with State of Utah

[Utah's Department of Commerce](#) provides sample Articles of Incorporation forms, guide sheets, informational packets, and answers to frequently asked questions on its website.

The IRS will require additional terms in the Articles of Incorporation above and beyond what the State of Utah requirements.

To satisfy the State of Utah, the Articles of Incorporation must contain the following information:

1. Name of Corporation
2. Purpose or purposes for which the corporation is being formed limiting it to charitable purposes
3. Registered Agent
4. Incorporators: Name, signature, and address of each incorporator
5. Voting Members
6. Shares
7. Assets
8. Dissolution policy
9. Principal Address
10. Directors: Name and address of each board of directors

When filing the Articles of Incorporation, the organization must submit two signed original copies to the Utah Department of Commerce with a filing fee payable to the State of Utah.

Prepare and file Articles of Incorporation with State of Utah

FAQ: Dissolution of Assets?

Both the State of Utah and the IRS require that Articles of Incorporation include a dissolution clause. Should the nonprofit dissolve, at a future meeting and with the approval of the board of directors, the organization's assets must be distributed for exempt purposes described in section 501(c)(3). A sample clause is included in IRS instructions for Form 1023, page 7: "Upon the dissolution of this organization, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose."

FAQ: Declaration of Distributions?

Although the State of Utah does not require a Declaration of Distribution in the Articles of Incorporation, this is an important issue for the IRS. In evaluating a nonprofit's exempt status, the IRS is looking for assurance that the nonprofit is organized and operating exclusively for its exempt purpose and those assets are being distributed in a fiduciary manner toward charitable purposes.

FAQ: Does Incorporation Limit My Liability?

Incorporating the nonprofit creates a separate entity from the individuals responsible for its creation and management. In most cases, if the board of directors exercises its duties in a responsible prudent way and the assets of the organization are not comingled with those of the people running the organization, individuals are protected from personal liability. Since this protection is not absolute, it is recommended that the organization purchase a Directors and Officers insurance policy. It is important to understand the legal responsibilities and duties of each board member and make a reasonable review of their performance to ensure they are carrying out their duties diligently. It is encouraged that organizations consult an attorney to ensure appropriate consideration of all legal implications of incorporating.

FAQ: How Can We Amend the Articles of Incorporation?

Most organizational changes can be communicated in the annual report that an organization must file each year with the State of Utah. However, if the organization has a change in purpose or to the Articles of Incorporation, then the organization must complete the [Utah Department of Commerce Articles of Amendment to the Articles of Incorporation \(Non-Profit\) form.](#)



**Step 5: Obtain an Employer Identification Number
(EIN) from the IRS**

This form is required. The Employee Identification Number (E.I.N.) becomes the number by which the organization is tracked federally.

Obtain an Employer Identification Number (EIN) from the IRS

[Prepare and file IRS form SS-4](#)

An E.I.N. is to an organization as a social security number is to a person. The IRS uses E.I.N.s for internal tracking and to share publicly available documents, including completed 990s. The two numbers are not interchangeable.

FAQ: What date should we use for the date of Incorporation?

This question usually arises when completing the Federal Forms SS-4 and Form 1023. The IRS considers the date of incorporation to be the date that the Articles of Incorporation were approved by the Utah Division of Corporations.



Step 6: Prepare Bylaws



The Bylaws are akin to the organization's Constitution. They contain the operating rules and provide a framework for the organization's management procedures. They are the tools of internal accountability.

FAQ: How can we amend the Bylaws?

If there is a change in the purpose or the activities of the organization, an amendment must be filed with the IRS. Submit a copy of the amended Bylaws along with signatures of at least two members of the board to the IRS.

Prepare Bylaws

While the State of Utah does not require nonprofit corporations to have bylaws, the IRS does and requires that a copy of them be included with a copy in the Form 1023: Application for Recognition of Exemption. For most organizations, federal tax law does not require specific language for bylaws. Donors, grantors, and some State of Utah licensing agencies (such as the Division of Consumer Protection) will also want to see that the organization has a complete set of bylaws.

The power to adopt, amend or repeal Bylaws is vested in the Board of Directors unless otherwise provided in the Articles of Incorporation or in the Bylaws. The Bylaws establish the normal working rules for the regulation and management of the affairs of the organization and, therefore, should be simple and flexible. If the organization elects to be a member organization, particular care should be taken in defining the voting members and in all the proceedings for the election of the governing board.

At a minimum, Bylaws should contain the following information:

- **Purpose:** The name, purpose, and goals of the organization (this may also contain the organizational mission.)
- **Directors:** The number, qualifications, terms of office, definition of a quorum, dates of annual meeting, and procedure for filling board vacancies.
- **Required Officers:** Each board is required to have officers such as President/Chair, Vice-President/Vice-Chair, Secretary, and Treasurer. The Bylaws should define basic number and roles of officers. One person may hold more than one office simultaneously, except for the offices of President/Chair and Secretary.
- **Executive Committee:** A majority of the board may designate two or more board members as an executive committee to act on behalf of the board in the interest of the organization, except to approve or recommend items requiring oversight of the full board, fill vacancies on the board, or amend Articles or Bylaws. Other committees and committee responsibilities may be outlined in the Bylaws as well.
- **Members:** If the organization has members, the Bylaws should outline their qualifications, rights, and duties. Bylaws should also contain any pertinent information about regularly scheduled meetings and member responsibilities.
 - **Indemnification:** Bylaws should contain provisions for indemnification by the corporation of its directors, officers, and employees with respect to claims brought against them for actions taken in good faith, which the person reasonably believed to be in the best interest of the organization.
 - **Amendments:** Provide instruction on the process of amending the Bylaws. As a fluid document, the Bylaws of a nonprofit should be amended to reflect the current needs of the organization. All amendments must be authorized by the board of directors as outlined in the Bylaws. As a matter of good practice, amendments should be noted on the copy of the Bylaws contained in the minutes. Because of the various legal requirements involved, the organization's attorney should be consulted prior to making any significant amendments to either the Articles or the Bylaws.
 - **Miscellaneous:** The Bylaws may include information about other records kept by the organization including minutes, fiscal year, a Conflict-of-Interest Statement, contracts with the organization, basic financial requirements, and any other issues that may be important to the organization.



Step 7: Establish a conflict-of-interest policy

The conflict-of-interest policy protects the nonprofit's interests when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a director, an officer, or other key personnel or might result in a possible excess benefit transaction.

Establish a conflict-of-interest policy

The application to the IRS for exemption will require that both the bylaws and the conflict-of-interest policy are approved and adopted.

These policies generally include:

- A disclosure statement that is completed and signed by board of directors and key personnel each year.
- The process for reviewing potential conflicts.
- The process for handling a conflict when it arises.
- The consequences for violating the policy.



Step 8: Apply for 501(c)(3) status with the IRS



Organizations that meet the requirements of Internal Revenue Code section 501(c)(3) are exempt from federal income tax and charitable contributions made by individuals and corporations are tax deductible. To receive this benefit, organizations must apply to the IRS by filing Form 1023 or Form 1023-EZ, Application for Recognition of Exemption.

Apply for 501(c)(3) status with the IRS

Before starting on the process of applying for a tax exemption, determine if completing the streamlined application, Form 1023-EZ, is possible. Consult the list of questions at the end of the instructions on Form 1023-EZ to determine qualification of this streamlined application, which includes a different application fee.

FAQ: Are there organizations that are not required to file Form 1023, Application of Recognition of Exemption?

Yes. The IRS gives automatic exemption to two types of organizations:

1. Churches, conventions or associations of churches, or church-affiliated auxiliaries of a church, religious schools, etc.
2. Any organization (other than a private foundation) normally having annual gross receipts of not more than \$5,000.

The IRS considers these organizations as exempt automatically if they meet the requirements of section 501(c)(3). However, if the hopes to seek significant donations or grants then donors will likely require the organization to have a tax-exempt letter from the IRS.

FAQ: What are the requirements once annual gross receipts are over \$5,000?

Once annual gross receipts are over \$5,000, the organization has 90 days after the end of the tax year to file Form 1023.

FAQ: Should I file Form 1023 even when it's not required?

Some organizations may choose to file Form 1023 even though it is not required for the following reasons:

1. In order to receive a determination letter that recognizes the organizations 501(c)(3) status and specifies whether contributions are tax deductible.
2. To reassure potential contributors and foundation grant officers that the organization is tax exempt under 501(c)(3). The IRS publishes a list of tax-exempt organizations on their website so contributors can check online.
3. To protect the organization. If, down the road, the IRS does not agree that the organization qualifies for tax-exemption the organization might end up paying income taxes on its revenue.

While an organization may be exempt from filing Form 1023, it is still required to [file 990-N \(e-postcard\)](#). This tax return is required for nonprofit organizations that normally have gross receipts of less than \$50,000 per year.

Apply for 501(c)(3) status with the IRS

Completing Form 1023 proves three basic facts about the organization to the IRS:

- The organization is organized and operated exclusively for one or more exempt purposes.
- The organization will not be organized or operated for the benefit of private interests.
- The organization will not substantially attempt to influence legislation (unless it elects under allowable provisions) or participate in any extent in a political campaign for or against any candidate for public office.

Understanding these three requirements will make completing Form 1023 easier. The IRS provides accompanying instructions for the Form 1023 that are more detailed. Some areas of the form require more thought, we have included those for reference below.

Form 1023 - Part IV: Narrative Description of Your Activities: Past, Present, and Planned Activities

The narrative may very well be the most important section of Form 1023 for determining exempt status. Approved applications will be available for public inspection. A variety of interested parties—including potential donors—may use the documents to evaluate the organization. Take full advantage of this opportunity to share your mission with the public by explaining how each activity furthers the exempt purpose and how it will be funded. Attach newsletters, brochures, or similar documents. It may be beneficial to ask someone outside of the organization to review the application to help clarify important points. Be over-inclusive rather than under-inclusive when describing the activities of the organization to eliminate any questions about their propriety.

Form 1023 - Part VIII: Specific Activities

Questions 1 and 2 relate to lobbying.

It is important to the IRS to confirm that the organization is not going to spend a substantial percentage of its resources on lobbying. This part of the form will ask if the organization would like to make the 501(h) election.

[Take the powerful, free, and easy 501\(h\) election](#)

Sometimes called the best, easiest, and cheapest insurance in America, this little-known form can simplify life for most 501(c)(3) charitable nonprofits advancing their missions through advocacy.

NOTE: Make sure no government funding is used to fund lobby work, including staff time funded by government monies.

Can nonprofits lobby? - YES! Lobbying is just one form of advocacy.

What is Advocacy? - Advocacy makes a nonprofit's voice heard regarding the issues most closely related to the organization's purpose and mission. Advocacy can be used by all nonprofit organizations to help further their goals, regardless of tax-exempt status or IRS designation.

Apply for 501(c)(3) status with the IRS

Advocating for the organization's mission may include:

- Contacting city, state, and federal representatives to share information about the mission and work.
- Inviting representatives or members of the community to visit the organization or to engage in informational sessions about the organization.
- Creating an email or social media campaign to share information and to promote events, projects, or initiatives.
- It is an ongoing effort to engage representatives, policymakers, the community, donors, and other stakeholders.

Advocacy is more about education and promotion of services than trying to make a particular legislative change.

What is Lobbying?

Lobbying supports or opposes a specific piece of legislation or regulation. Staff or volunteers may work to influence legislation or legislators on behalf of the organization, or an organization may ask for public support on a specific issue.

Types of legislation that nonprofit organizations frequently lobby for or against include laws, resolutions, nominations, initiatives, proposals, and referendums.

Most often, lobbying efforts take place immediately before a vote. However, some organizations do lobby in support of a specific piece of legislation, long before it is voted on by legislators or the public.

While charitable nonprofits are allowed to do some lobbying as described above and advocate for their missions, nonprofits are never allowed to endorse political parties or candidates who are running for political office.

Question 3 asks about gaming activities.

Note that raffles are considered gaming as they are games of chance, but opportunity drawings are not.

Part IX: Financial Data

Provide the most accurate budgetary history or projection you can.

Apply for 501(c)(3) status with the IRS

Part X: Public Charity Status

Questions 1-5: Public charity or private foundation? The difference is significant. All 501(c)(3) organizations are classified either as a public charity or a private foundation. The difference between the two can have an impact on the tax deductibility of donations, donors, and the organization. Typically, a private foundation is established for the purpose of giving money under the auspices of an individual, a family name (for example: Hemingway Foundation), or a business.

The determination between private foundation and public charity depends on the source of its funding. Public charities support their mission by raising funding through donations and grants from the general public—individuals, government, corporations, and foundations. Private foundations typically receive their funding from a single source—an individual, family, or corporation. To maintain their tax status, public charities must demonstrate to the IRS that they ordinarily receive substantial support (typically 1/3) from the general public. While public charities must be governed by an unrelated board of directors, private foundations have greater latitude and can be led by people chosen by the donor. The IRS assumes the organization is a private foundation unless proven otherwise. **It is in the best interest of most nonprofits to prove that the organization is a public charity.** Both private foundations and public charities are required to file a Form 990 tax return.

Application Package

The IRS requests that supporting documents be submitted in a specific order. Follow the checklist located at the end of Form 1023 to assemble the application package. When possible, consider using the IRS's "fillable" Form 1023. Remember to retain a copy of the completed Form 1023 and all supporting documents for the organization's permanent records.

Prepare and File IRS Form 8718

Form 8718: User Fee for Exempt Organization is submitted with the Form 1023 as part of the application package. The law requires a user fee with each application for determination letter request.

User fees change over time, so check the current amount on the IRS website to ensure correct payment. As of May 2020, the user fee for Form 1023 is \$600 and the user fee for Form 1023-EZ is \$275.

See Form 1023 checklist for instructions on where to include Form 8718 in the application package.

FAQ: What do we do if the organization has been inactive for some time?

For Utah: If the board has failed to file the Annual Report or, for some other reason, has lost its recognition by the State of Utah, the organization must file an Application for Reinstatement. The application is available from the State of Utah Division of Corporations.

For IRS: If the organization fails to file its Form 990 tax return for three years in a row, its tax-exempt status may be automatically revoked. If the tax-exempt status is automatically revoked for the organization, there are instructions on the IRS website for reinstating tax exempt status.



**Step 9: Secure Utah State Tax Identification
Numbers, Accounts, and Exemptions**

To apply for the state exemption, nonprofits need to complete and submit Form TC-160 and a copy of the IRS' Letter of Determination to the Utah State Tax Commission.

Secure Utah State Tax Identification Numbers, Accounts, and Exemptions

Apply for appropriate exemptions

Exemption from Sales Tax

To obtain exemption from sales tax in Utah, the nonprofit organization must first be recognized as an exempt organization by the IRS [i.e., 501(c)(3) organizations]. Once the IRS determination letter has been granted, include a copy with your application for sales tax exemption, [Form TC-160 to the Utah State Tax Commission](#).

Exemption from Income Tax

To obtain exemption from income tax, send a copy of the 501(c)(3) determination letter along with [Form TC-161 Utah Registration for Exemption from Corporate Franchise or Income Tax to the Utah State Tax Commission](#). Some activities and sales of a nonprofit organization may be considered taxable by the State of Utah or the IRS. See below for more information.

FAQ: Is Utah tax exempt status retroactive?

Although an organization may not receive tax and income exemption until it receives the determination letter from the IRS, the exemption may be retroactive. Income tax exemption is generally retroactive to the day of inception. Sales tax exemption is generally retroactive to the day of inception or three years, whichever is less.



**Step 10: Prepare and File a
Charitable Organization Permit**

Any organization seeking donations must obtain a Charitable Solicitations Permit from the Utah Division of Consumer Protection.

Prepare and File a Charitable Organization Permit

The Utah Charitable Solicitations Act, enacted to protect both consumers and legitimate nonprofits, requires nonprofits to register annually with the Department of Commerce, Division of Consumer Protection. Nonprofit organizations must file an application each year and pay an annual fee of \$75 per year unless an exemption is granted. The fee may change from year to year.

Charitable Solicitations Permits are essential. If an organization intends to request donations of any type, have a “donate now” button on the website, conduct fundraising through social media, ask for people to donate to a crowd sourcing campaign, host a fundraiser, or apply for grants, Utah law requires that the organization have a Charitable Solicitations Permit.

Applications are not automatic and may take up to 20 business days to be processed. The consequences for soliciting contributions without a permit can be steep. [Soliciting without a permit is a Class B misdemeanor, and can carry a financial penalty of up to \\$10,000 per series of violations.](#)

[Apply for a permit online and find other resources.](#)

FAQ: Can we accept donations prior to receiving the exempt designation from the IRS and the state income exemption?

Tax exempt status is retroactive to the date of incorporation (up to 27 months), so donations given prior to receipt of the determination letter may be exempt. Because nonprofits should take special care of their donors, be aware of the window of time in which the status is retroactive. Many donors and grant-making organizations have requirements that stipulate that the organization must have tax exempt status before applying for donations or grants.

FAQ: What kind of information do we need to provide to our donors to comply with IRS standards?

A charitable organization must give a donor a disclosure statement for quid pro quo contributions greater than \$75. A quid pro quo contribution is a payment a donor makes to a charity that is made partly as a contribution and partly for goods or services. The receipt must state the value of the gift, net of received goods or services. (To illustrate, a donor gives \$100 and receives two complimentary tickets that are valued at \$40 each. The charity must disclose that \$80 in goods or services were received). You should provide written receipts for all donations to the organization. If no goods or services are received for the services, the receipt should disclose that, “No goods or services were given in return for this donation.” For any single gift of \$250 or more, a taxpayer must have a written acknowledgement from the charitable nonprofit organization to take a tax deduction.



Annual Filing Requirements



There are a wide variety of annual filings that nonprofits may be required to adhere to, this list is not mean to be all inclusive and nonprofits are advised to seek [legal counsel](#) and to speak with [financial experts](#).

Annual Filing Requirements

- File [IRS Form 990](#), using [Filing Thresholds](#) to determine which form to complete, and using the current [instructions for completing the Form 990 from the IRS](#)
- Update [Utah State Tax Commission](#) when address and officer information changes
- Utah Department of Commerce –
 - [Division of Corporations and Commercial Code](#) Annual Reporting and Renewal (a reminder post card is mailed to the nonprofits Registered Agent)
 - [Division of Consumer Protection Charitable Solicitations Permit](#)
- [Lieutenant Governor's Entity Registration](#)
- [State of Utah's Auditor Filing Requirements](#)



Additional Resources and Websites



Additional Resources and Websites

Helpful Websites

- Utah Nonprofits Association - www.utahnonprofits.org
- National Council of Nonprofits - <https://www.councilofnonprofits.org/>

Utah

- [Utah Department of Commerce website](#)
- [Reserve Business Name](#)
- [Utah Charitable Solicitations Permit](#)
- [Utah State Tax Commission's Form TC-160](#)
- [Utah State Tax Commission's Form TC-161](#)

IRS

- [IRS website for reinstating tax exempt status.](#)
- See pages 23 and 24 of [IRS publication 557 for more details on the calculation of gross receipts and filing requirements](#)
- [Articles of Amendment to Articles of Incorporation \(Non-Profit\) – State of Utah Department of Commerce, Division of Corporations and Commercial Code](#)
- [IRS Forms and Publications](#)
- [Apply and get E.I.N. instantly online](#)
- [IRS Publication 557 provides detailed information about Tax-Exempt Status](#)
- [The IRS website provides detailed information on nonprofits](#)
- [IRS website for reinstating tax exempt status](#)
- [About Form SS-4, Application for Employer Identification Number \(EIN\)](#)
- [Instructions for Form 1023](#)
- [About Form 1023, Application for Recognition of Exemption Under Section 501\(c\)\(3\) of the Internal Revenue Code](#)
- [IRS Publication 557 Tax-Exempt Status for Organization](#)
- [IRS Sample Conflict of Interest](#)
- [Utah Department of Commerce templates](#)
- [Measuring Lobbying Activity: Expenditure Test](#)
- The Tax Identification Number (T.I.N.). The T.I.N. number (sometimes called an EIN or Employer Identification Number) comes from the IRS and is obtained by applying for an Employer Identification Number using the [Form SS-4](#).

Additional Resources

- [Federal trademark database](#)
- [Taking the 501\(h\) election](#)

Additional Resources and Websites

Tax on Unrelated Business Income of Exempt Organizations

The IRS grants exemption from the payment of income tax on income directly related to the purpose of the organization. However, if an exempt organization regularly carries on a trade or business that is not substantially related to its exempt purpose, that income may be taxed.

Because unrelated business income is often made through sale of incidental items or through activities not related to the organization, the income may be taxed. For example, churches which host bazaars where they sell used clothing, cakes or other goods, may be subject to IRS taxes because the items being sold do not substantially relate to the activity and focus of the church. Another example may be a café or gift shop located in a museum where the goods and goodies sold do not directly correlate to the mission of the museum.

To be considered unrelated business income, the product or service in question must satisfy all three of the following tests:

- The income is derived from a trade or business.
- The trade or business is a regular activity, and
- The trade or business is not substantially related to the organization's exempt purpose.

Unrelated Business Income Tax provides for some exceptions, including passive income such as interest payments, royalties, annuities, and certain rents.

Exemptions, as with taxes, are determined by the IRS. [Review IRS Publication 598 for additional details.](#)

State and Federal Offices

Utah Department of Commerce
Division of Corporations
Heber Wells Building
160 East 300 South
Salt Lake City, UT 84111
(801) 530-6701

<http://www.commerce.utah.gov>

Utah State Tax Commission
210 North 1950 West
Salt Lake City, UT 84134

<http://tax.utah.gov/>

Internal Revenue Service
324 25th Street
Ogden, UT 84401

Refer to the website for current forms. Send forms to appropriate offices as instructed on individual forms.

<http://www.irs.gov>



UTAH
NONPROFITS
ASSOCIATION