Lead-Free NJ Operating Procedures

Revised & Adopted September 2026

The operating procedures outlined below explain how Lead-Free NJ (LFNJ), a collaborative initiative involving numerous diverse organizations addressing holistic lead issues, will operate.

This is a living document that will adapt to the needs of its members and their shared purpose (process outlined in section 8).

The guiding principles informing these operating procedures are:

- Transparency
- Accessibility
- Representation
- Distribution of power
- Adaptability

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1. **Collaborative Purpose Statement and Goals**
    a. The primary purpose of the Lead-Free NJ collaborative is to ensure that New Jersey's children are protected from lead poisoning and that our environment is lead-safe by advocating for changes to state and local policies. The collaborative seeks to eliminate racial and economic inequities by focusing on legacy lead hazards in low-income communities and communities of color, while also creating the conditions for children to be free from lead poisoning statewide.

2. **Shared Values/Code of Conduct**
    a. Collaboration, cooperation, communication, and mutual respect are core tenets of Lead-Free NJ.
    b. We acknowledge the inequitable and disproportionate effects of lead hazards on low-income communities of color. We are committed to substantial representation of these affected communities at all levels of the collaborative. Decision-making and leadership are shared equally between affected communities/community representatives, as well as other stakeholders. (See "Desired Steering Committee Membership" in section 3.)
    c. We acknowledge the impact and importance of systemic change in state and local laws, regulations, programs, and spending that affect the achievement of a lead-free environment and the unburdening of children from lead poisoning.
    d. Any recordings or transcriptions of meetings, whether via artificial intelligence or other media, <u>are prohibited</u> unless explicitly announced and agreed upon by all participants.

3. **Member Roles and Responsibilities**
    a. Members

    Lead-Free NJ is a collaborative initiative comprised of individual and organizational members. **Members agree to the following:**

        1. Support and uphold the Lead-Free NJ shared purpose and goals.
        2. Support Lead-Free NJ advocacy efforts that align with the LFNJ collaborative's values and goals.
        3. Look for opportunities to collaborate and/or champion lead-free efforts.
        4. Respect our solicitation policy: Lead-Free NJ committee members, staff, volunteers, and all individuals affiliated with the collaborative agree not to solicit business at any meeting, focus group, or interview related to this collaborative, either orally or through any written materials.
        5. The backbone organization, as well as any member organization, may seek input and/or endorsement from the steering committee for funding requests related to work that advances the purpose and shared goals of Lead-Free NJ. The following criteria **must be** met to have a letter of support considered:
            a. The member must be active within LFNJ for a minimum period of **six months**.
            b. The requesting Member/organization **must be a non-profit**.
            c. Relevant information and context, along with draft language for the letter of support, must be provided to the LFNJ backbone staff for full consideration and review.
            d. Multiple letters of support for the same grant may be provided to different partners so long as staff capacity can support all requests. Letters will be processed on a first-come, first-served basis.
            e. A request for a letter of support must be received at least **21 days** before the requested due date to allow time for review and processing.
                i. Requests should be sent to the LFNJ backbone staff, who will review the initial request. If the criteria listed above are met, the request will be sent to the **LFNJ Steering and Advocacy Committee co-chairs** for a five-day review period. If no objection is made, the backbone staff will draft the letter of support.

    *Note: *Any interested party may become a member by signing up online at https://www.leadfreenj.org/members/ and agreeing to the terms above.*

    b. Steering Committee

    The Lead-Free NJ collaborative is led by a steering committee that includes a diverse group of policy advocates, practitioners, and community organizers. These members help coordinate Lead-Free NJ activities, provide strategic guidance to backbone staff

and lead affected committees, and serve as representative voices of the collaborative.

Steering Committee Members agree to:

i. Adhere to the following general responsibilities:
   1. Define the shared vision and goals of the collaborative.
   2. Guide the collaborative efforts of Lead-Free NJ.
   3. Represent and reflect the needs of the collaborative's members and the communities the collaborative aims to serve.
   4. Monitor LFNJ strategy and policy implementation.
   5. Review member requests and recommendations and prioritize subsequent actions.
      a. Refer potential members and opportunities for collaboration to the LFNJ Backbone staff
   6. Assist in developing standards for collaborative work processes
   7. Help to identify "champions" in NJ policy work that the LFNJ identifies to advance system-level change.
   8. Additionally, **at least one member or members of the steering committee** will lead or co-lead all other standing committees.

ii. The steering committee provides these major deliverables to the membership:
   1. An annual collaborative work plan, the LFNJ Master Strategic Plan, shall be determined through recommendations from the standing committees, LFNJ hubs, and members. The annual work plan shall be approved by the Steering Committee at its annual December meeting.
   2. Other necessary outputs and assistance, as requested by standing committees, LFNJ hubs, and LFNJ members, as agreed upon by the steering committee.

iii. To become a steering committee member, persons:
   1. Must be an active member of Lead-Free NJ
   2. Must be nominated to the backbone staff at large, who will collect information regarding representation, balance, life experience, and relevant expertise.
   3. All nominations and pertinent findings will be shared with the co-chairs [or nominating committee], who may then interview the nominees.
      a. Co-chairs [or nominating committee] make an official recommendation to the steering committee via email.
      b. The steering committee makes a final decision regarding the incorporation of new members during the annual meeting.

Desired Steering Committee Membership	
Policy-oriented individuals/org representatives	50%
Community-oriented individuals/org representatives with a deep grassroots connection	50%

People of color	At least 40%
Directly affected individual (lead-poisoned self/child)	at least 1
Individual/org representative with a constituency focused on mobilization	at least 1

c. Up to five business days are allowed for final feedback from steering committee members. Approval will be assumed if no objections are received within five business days.
d. Current Members: Steering committee member appointments will remain in effect indefinitely, as long as their appointment is not tied to a specific committee position. If tied to a committee position, Steering Committee appointments end once the committee position expires.
e. Steering committee member positions are not transferable without following the process outlined in this section. If a Steering committee member steps down, they may make a nomination to the LFNJ backbone staff, at which time other nominations can also be made. All nominations will be considered by the Steering Committee, as per Section 3b (iii) of this document.

iv. Steering committee Co-chairs:
1. The terms for replacing a steering committee co-chair are as follows:
a. The term of the co-chairs is three years.
b. Backbone staff will contact the co-chairs at the end of their term to ask if they'd like to seek reappointment. If they wish to continue, a request for reappointment will be sent to the Steering Committee at large, following a five-day approval process.
c. If a current co-chair of the steering committee comes to the end of their term and chooses to step down, or leaves at any point for any reason, any steering committee member can nominate a co-chair from the pool of current steering committee members. An ad-hoc nominating committee will be formed to review recommendations and provide a recommendation to the full steering committee. Steering committee members will have a five-day review period. Approval will be assumed if no objections are received within five business days.
d. After the term ends for steering committee chair(s), the floor is also open for any steering committee member to nominate a new co-chair(s) from the pool of current steering committee members. An ad-hoc nominating committee will be formed to review recommendations and provide a recommendation to the full committee. Steering committee members will have a

five-day review period. Approval will be assumed if no objections are received within five business days.

2. The role of steering committee co-chairs is to:
    a. Work closely with the steering committee and backbone staff to design and lead steering committee meetings and membership meetings.
    b. Confirm and/or select committee/subcommittee chairs.
    c. Work closely with subcommittee/committee chairs to make decisions on actions that support the collaborative's mission. Be available to the backbone staff for consultation and support.

c. Advocacy Committee:

The LFNJ Advocacy Committee brings LFNJ members together to recommend and implement a coordinated advocacy strategy that will result in holistic lead remediation in NJ (lead in paint, water, soil, and dust), pursuant to the LFNJ Strategic Master Plan.

Advocacy Committee Members agree to:

i. Adhere to the following general responsibilities:
    1. Review the LFNJ Master Strategic Plan and provide recommendations to support the collaborative's goals of Holistic Lead Remediation, Equitable Policy Change, and Empowered Communities.
    2. Include LFNJ initiatives in relevant meetings with stakeholders
    3. Help identify people and organizations not represented in LFNJ
    4. Identify policy "champions" and make suggestions regarding meetings, policies, identify barriers to progress, and suggest changes to support success

ii. The Advocacy Committee provides these major deliverables to the membership and Steering Committee:
    1. Review the LFNJ Strategic Master Plan and incorporate goals and objectives that have been elevated to the Advocacy Committee by the standing committees, hubs, and membership at large
    2. Identify "point persons" to shepherd the policy work
    3. Meet externally with state officials, legislators, and other advocacy groups to achieve the collaboratives' objectives.
    4. LFNJ hubs provide community-led status updates, information on events, and project progress, etc., at these meetings, offering an opportunity for the larger LFNJ collaborative to provide feedback and offer support and resources.

iii. To become an advocacy committee member:
    1. Persons must first be a collaborative member.
    2. Persons must contact the LFNJ backbone staff at large to be added to committee communications.

3. Backbone staff will notify the committee co-chairs of any changes to committee members.
4. The steering committee and backbone staff will conduct outreach to ensure diversity, balance, and a range of life experiences and expertise among committee members, and recommend additional committee members as needed.

iv. Advocacy Committee Co-chairs:

1. To become an Advocacy Committee co-chair:
    a. Must be an active member of Lead-Free NJ
    b. Must be nominated to the backbone staff at large, who will collect information regarding representation, balance, life experience, and relevant expertise.
    c. All nominations and pertinent findings will be shared with the Steering committee co-chairs [or nominating committee], who may then interview the nominees.
        i. Co-chairs [or nominating committee] make an official recommendation to the steering committee via email.
        ii. The steering committee makes a final decision regarding the incorporation of new members to the LFNJ steering committee during the annual meeting.
    d. The terms for replacing an Advocacy committee co-chair are as follows:
        i. The term of the advocacy committee co-chairs is three years.
        ii. If a current co-chair of the advocacy committee comes to the end of their term or leaves at any point for any reason, any steering committee member can nominate an Advocacy committee co-chair from the pool of current steering committee members. Suggestions from current co-chairs, backbone staff, and member recommendations submitted to backbone staff will be reviewed and considered by the nominating and steering committee. Steering committee members will have a five-day review period. Approval will be assumed if no objections are received within five business days.
2. The role of advocacy committee co-chairs is to:
    A. Work closely with the backbone staff to design and lead advocacy committee meetings and membership meetings. Confirm and/or help select committee/subcommittee chairs in their roles.
    B. Work closely with subcommittee/committee chairs to make decisions on actions that support the collaborative's mission. Be available to the backbone staff for consultation and support.

d. Committees, Subcommittees, and Ad-Hoc Groups

Lead-Free NJ committees are a group of members with relevant expertise or experience, technical knowledge, and/or subject matter interest that share information and actively engage in the work of the initiative; subcommittees are a specialized group within committees that focus on a particular topic/action; and ad-hoc groups may temporarily convene to investigate or research a topic or issue of urgent interest. Members agree to:

i. The following scope of responsibilities includes:
    1. Help advance the collaborative's annual objectives and long-term goals.
    2. Provide specialized technical assistance, life experience, research, recommendations, strategies, projects, training, and other activities.

ii. Major deliverables include:
    1. An annual committee work plan.
    2. Any and all other outputs, as assigned by the steering committee.

iii. A new committee can be established by the steering committee based on the stated goals and annual collaborative work plan.

iv. Any committee may establish subcommittees or ad hoc groups.

v. The procedure to become a committee co-chair is as follows:
    1. Members who wish to become a committee or subcommittee co-chair must follow the same procedures required to become a steering committee co-chair, as well as follow the reappointment process. Committee co-chairs have a term of three years.
    2. All committee chairs will be part of the LFNJ Steering Committee while serving in their respective committee chair roles. If that person is no longer serving as a committee chair, they will no longer be a member of the Steering Committee, unless they undergo the normal nomination process outlined in 3.b. (iii).

vi. The procedure to become a committee member is as follows:
    1. Persons must first be a collaborative member.
    2. Persons must contact the backbone staff to be added to committee communications.
    3. Backbone staff will notify the committee co-chairs of any changes to committee members.
    4. The steering committee and backbone staff will conduct outreach to ensure diversity, balance, and life experience/expertise among committee members, and recommend additional committee members as needed.

e. Community Hubs

Lead-Free NJ Community Hubs are local grassroots organizations that help advance the collaborative's yearly objectives and long-term goals. Community Hubs' specific plans are tailored to the needs of their distinct communities. Members agree to:

i. The following scope of responsibilities includes:
    1. Lead local education and advocacy efforts in affected communities.
    2. Provide local perspectives at the statewide membership and steering committee tables.

3. Request support from and make recommendations to the steering committee for specific advocacy efforts.

ii. Adhering to the following major deliverables:
   1. Deliverables will be defined by the terms of their respective grant(s).
   2. A summary annual work plan is provided to the steering committee for distribution to the general membership.
   3. A summary annual report with the efforts, needs, and successes is to be submitted to the steering committee for distribution to the general membership.

iii. Establishing a new LFNJ Community Hub.
   1. Backbone staff explores capacity to support a new LFNJ Hub
   2. Backbone staff will identify and secure funding to support a new LFNJ Community Hub and notify the Steering Committee of intent
      a. Backbone staff to work with the funder to identify the area the new hub will support and share with the Steering Committee for feedback
      b. LFNJ backbone staff will conduct outreach to potential LFNJ hub candidates in the identified area (including letters and emails to partners, social media, and via suggestions by LFNJ members), Outreach [Template]
      c. Deadlines and timelines will be established for outreach, interviews, and the selection process.
      d. Backbone staff will conduct outreach to the LFNJ Steering Committee to form an ad-hoc *Interview Committee*
   3. Backbone staff will engage with interested groups to assess interest, answer questions, and explain next steps.
      a. Candidates will be asked to submit a LFNJ Hub *Letter of Interest* (LOI) to LFNJ backbone staff, which includes the entity's current scope of work, experience, and knowledge of lead hazards, self-identified alignment with LFNJ goals, and reasons for wanting to take on a LFNJ hub role.
      b. Once received, the LOI will be sent to the *Interview Committee*
      c. Each reviewer on the *Interview Committee* will fill out a LOI Rubric for each candidate [Template]
      d. All LOI rubrics will be shared with backbone staff by the established deadline, and backbone staff will coordinate data responses and share with the *Interviewing Committee*
   4. Candidates who score well on the LOI and initial backbone staff interview will be invited to an interview with the *Interview Committee*. [Interview Guardrails Document]
      a. After each interview, each member of the *Interview Committee* will complete a LFNJ Hub Interview Rubric [Template]. All rubrics will be sent to LFNJ Backbone staff, who will then coordinate data and share with the *Interview Committee*
   5. A meeting to discuss nominations will be scheduled by Backbone Staff, where LOI, Interview data, and formal voting will take place.

6. The selected candidate will be notified by the LFNJ backbone staff and connected with the funder.

iv. Former LFNJ Hubs
1. Organizations that have served as a LFNJ Community Hub are strongly encouraged to remain involved with LFNJ to continue to share their knowledge and expertise and benefit from the strength of the LFNJ collaborative
2. Former LFNJ Hubs logos and website links will be showcased on the LFNJ website
3. Former hubs are encouraged to use the title ***Lead-Free NJ Hub Emeritus***
4. Letters of recommendation and/or support may be available upon request

f. Backbone Staff

New Jersey Future serves as the backbone organization for Lead-Free NJ at- large. It coordinates the activities of the participating organizations and individuals in support of the shared purpose. More specifically, staff work:

i. Within the following scope:
1. **Facilitate** the day-to-day operations of the collaborative.
2. **Leverage assets** and work to increase investments at both the collaborative and community level.
3. **Support** LFNJ standing committees and their initiatives, provide insights as requested by LFNJ leadership, drive member engagement as needed, and/or arrange for technical assistance and training.
4. **Provide** administrative support for meetings and activities, as needed.
5. **Manage** financials, internal and external communications, collect data, analyze trends, and coordinate consultants and contractors as needed.
6. **Support** community hubs and committees as needed.
7. **Role models** healthy conflict resolution.

ii. To accomplish major deliverables:
1. A yearly work plan summarizing all collaborative and administrative work. [LFNJ Master Strategic Plan]

iii. LFNJ Backbone staff do not serve in any chair capacity as a "norm" in support of LFNJ values of "equity". Non-backbone staff represent the backbone organization's perspectives, where appropriate and relevant, in various LFNJ committee structures.

iv. Partner organizations serving in a backbone role will work with New Jersey Future and LFNJ backbone staff to outline roles and expectations. An agreement outlining the scope of work they undertake will be utilized and renewed annually, along with a commitment to following the same guidelines that govern LFNJ backbone staff at large, as outlined in iii.

4. Meeting Purpose, Structure, and Schedules

a. Membership Meeting

i. Membership shall meet annually.

ii. Goals for meetings:
    1. Celebrate progress.
    2. Update members on collaborative work.
    3. Educate membership.
iii. Backbone staff assists with the creation of meeting agendas in collaboration with the steering committee co-chairs, incorporating their input, and then coordinates all aspects of scheduling, planning, communication, and other related tasks.

b. Steering Committee Meetings
    i. The Steering Committee shall meet up to four times a year.
    ii. Responsibilities include:
        1. Review priorities and annual workplans from committees to assist with the development of an integrated strategy for the collaboration.
        2. Provide strategy updates related to shared purpose, goals, and outcomes
        3. Monitor shared purpose, goals, and scope of work using the available resources.
    iii. Meeting agendas may include:
        1. Discussion on committee progress on goals and work plans, combined with opportunities for integration and coordination of efforts across all collaborative groups.
        2. Opportunities for Leveraging Resources—Progress on increasing investments in this work at both the collaborative and community levels.
        3. Partner/Project Updates.
        4. Backbone Report—Reporting on upcoming events, funding milestones, and other progress.

c. Advocacy Committee Meeting

The Advocacy Committee will meet as needed (at least two meetings per year), and will focus on advancing or amending the committee's annual work plan, highlighting opportunities, addressing issues, and developing advocacy strategies to achieve the goals outlined in the LFNJ Strategic Master plan. Current standing committees and LFNJ hubs will report out on progress and opportunities at the LFNJ Advocacy Meetings

    i. Current Standing Committees and Community Hubs include:
        1. LFNJ Water Advocacy Committee
            a. Lead in Drinking Water Advisory Council (formerly Task Force)
        2. Housing Policy Committee
        3. Health Committee
    ii. Standing committees shall meet as needed to discuss strategies and methods to advance the committee's goals
    iii. Advisory Groups will meet as needed and report to the respective committee chair(s)

d. Community Hubs

Meet as needed and focus on advancing or amending their annual work plans. Current Community Hubs include:

i. Orange
ii. Paterson
iii. Trenton

Note: Committees and Community Hubs may shift over time, depending on the annual work plans, workflow needs, and recommendations of backbone staff. Committees will be dissolved or created through consensus of the Steering Committee and Advocacy Committee chairs.

5. Decision-making Process

a. Overview

i. All decision-making at committee and full membership meetings will use a formal consensus process, which includes a high standard for speaking against a consensus. All items requiring decision-making will make time for open discussion among the members involved. There are two alternatives for speaking against moving forward with a decision:
   1. A member can go on record disagreeing with the proposed action but allow it to move forward—the "I can live with it but can't officially support it" rule.
   2. A member can disagree with the proposed action, thereby halting forward movement and necessitating continued discussion to explore alternative options for consensus.

ii. A voting process will only be used if the consensus process fails to yield a decision and the issue at hand absolutely requires a decision before the next meeting. The voting process will:
   1. need a supermajority (66%) or above to approve.
   2. be used only for highly time-sensitive issues and not as a routine decision-making practice.
   3. Allow each organization represented on the LFNJ Steering Committee to have one vote per organization.

iii. Members who disagree with decisions/actions/stands are asked to clearly distinguish between the decision of the collaborative and the stand taken by the member organization. While every organization may have a different position, when speaking for or about the collaborative, members will honor the consensus of the group. Members understand and affirm the distinction between collective action and individual organizational action.

b. Decision Tree

Item	**Who Makes the Decision**
Purpose, Goals, Outcomes distributed in the name of Lead-Free NJ	● The steering committee has final authority on these items with input from committees, general membership, and supporting backbone staff as needed.

Annual Work Plans	● Committees design and decide the Annual Work Plan for their group, aligned with purpose statements, goals, and outcomes. Backbone staff reviews to ensure integration across all committees and resolve any duplication or potential conflicting tasks/use of resources, and sends to the steering committee for final approval and adoption into the LFNJ Master Strategic Plan ● Steering committee and backbone staff allocate staffing and budget resources to support the work plans based on available capacity and resources.
Advocacy Positions of Initiative on Related Policy	● Members and organizations may request support for new and ongoing advocacy efforts at committee meetings or via email to the advocacy coordinating committee. ● The advocacy coordinating committee will review all requests regarding purpose alignment with Lead-Free NJ's purpose, type of commitment, resource needs, etc. After review, the advocacy coordinating committee representative will recommend appropriate advocacy needs and efforts to the steering committee at a steering committee meeting (or by email, if urgent) for final approval. Additionally, policy committees may present recommended advocacy efforts to the advocacy coordinating committee for review and consideration. ● New and urgent advocacy efforts recommended to the steering committee by email will be evaluated within three business days. Approval will be assumed if no objections are made within three business days. ● In special circumstances where the above timeframe is unacceptable, expedited requests may be submitted directly to the steering committee co-chairs. ● Members and organizations engaged in advocacy that qualifies as federal, state or local lobbying may not conduct any lobbying activity on behalf of Lead-Free NJ without the advance express written authorization of the steering committee. However, members of Lead-Free NJ are free to lobby on their own behalf on any matter they choose. If a member of Lead-Free NJ is engaged in lobbying on a matter of importance to Lead-Free NJ and is taking a position consistent with that of Lead-Free NJ (as determined by the steering committee), the member may reference its association with Lead-Free NJ, but may not represent or imply that the member is communicating or otherwise acting on behalf of Lead-Free NJ without advance express written authorization of the steering committee. ○ For example, a member organization may draft a letter to a legislator that states: "I write on behalf of [Member Org] to ask you to vote in favor of Senate Bill 999. Like other members of Lead-Free NJ who have worked so long on this issue, we understand the vast scope of the problem facing the state. [Member org] believes this bill is an important step in advancing lead remediation in many of our underserved communities ."

	○ On the other hand, a member may not (without the advance express written authorization of the steering committee) state in a similar letter, for example: "As a member of Lead-Free NJ, we urge you to support Senate Bill 999." ● When Members, as a group, sign on to a lobbying letter or other communication that is considered lobbying under federal, state or local law, the communication may note that the signatories are members of Lead-Free NJ, but must also state that each member is communicating on its own behalf and not on behalf of Lead-Free NJ. For example, a lobbying sign-on letter signed by a group of members should include a disclaimer such as the following: "The organizations listed below are members of Lead-Free NJ, but each is signing in its own capacity and not on behalf of Lead-Free NJ." ● The steering committee may not provide advance written authorization for any member organization to lobby on behalf of Lead-Free NJ without first consulting with Backbone staff to confirm that the lobbying activity is consistent with and does not compromise any Lead-Free NJ grant funding. ● If a member organization does receive advance express written authorization from the steering committee to lobbying on behalf of Lead-Free NJ, the member organization shall work closely with Backbone staff to ensure that all lobbying registration and reporting is completed in a timely and accurate manner, and must provide copies of all lobbying reports and underlying records in support of those reports to the Backbone staff.
Grant design and submission	● The Backbone staff designs and submits grants for funding the Backbone core functions, including staffing, communications, meeting costs, consultants/contractors, and evaluation infrastructure. ● The backbone organization, as well as any member organization, may seek input and/or endorsement from the steering committee for funding requests related to work that advances the purpose and shared goals of Lead-Free NJ. See page 3 (Member Roles and Responsibilities Section 3,(a) #5
Conflict resolution	● Conflicts between members, committees, the backbone organization or each other should be resolved directly whenever possible using a productive focus. If the conflict cannot be resolved between the original parties, the steering committee serves as the final arbiter of member or group conflicts. ● The backbone staff are available to support the process.
Membership – see Member Roles & Responsibilities	Lead-Free NJ has open membership, offering organizational and individual engagement and support for various levels of activity. Access to resources and decision-making authority is dependent on the level of activity and commitment and capacity of the organization and/or individual.
Disclaimers	Members are free to go on record disagreeing with a decision/action/stand of Lead-Free NJ and remain a member in good standing. See the Overview above for details and implications of this action.

6. **Communications**
    a. Internal Communications
        i. The primary means of communication amongst members are email, newsletters, the LFNJ website, and a shared Google Drive. The website will house public documents relevant to collaborative work, such as public comments, presentations, and resources. The Google Drive will house internal documents such as meeting notes and work plans..
    b. External Communications
        i. All members are encouraged to be ambassadors for the work of this initiative. Sharing of authorized materials/statements is encouraged, especially regarding the Statement of Purpose, Goals, Outcomes, and Action Plans. Members should take care to identify themselves as their own organization, which is a member of Lead-Free NJ when sharing this information.
        ii. Use the name and logo only in its complete form ("Lead-Free NJ") and add the phrase "member of." It must be consistent in all forms of communication, including literature, public relations, presentations, newsletters, correspondence, and advertising. The logo and name may not be modified in any way except that it may be proportionally reduced or enlarged in size to fit the space available, as long as it meets the standard for minimum size. Distortion of the logo in any way is unacceptable.
        iii. From time to time, members may wish to co-brand events or materials related to this effort. Approval must be obtained when the logo is going to be used as part of a marketing campaign and/or applied to promotional pieces such as hats, clothing, water bottles, etc. The backbone staff coordinates all logo usage approvals in accordance with guidance from the steering committee. To submit your request for logo use, contact info@leadfreenj.org.
        iv. Speaking on behalf of/in the name of the collaborative to the press or at public functions requires the notification and approval of the steering committee or its Co-Chairs.
        v. Lead-Free NJ aims to promote progress on initiative goals and highlight the work of members and committees related to the collaborative's objectives. This includes: recognition of member successes in newsletters, press releases, etc. as warranted. Members and committees can share their successes with backbone staff at info@leadfreenj.org and/or the steering committee via email.
        vi. Community Hub and committee members will be offered opportunities to speak on behalf of their organizations at collaborative meetings and events.

7. **Finances**
    a. Financial Support for Actions
        i. As part of the annual workplan process, committees may include any resource needs related to their work, including potential costs to develop collective products or services and/or to implement activities outlined in the workplan that fall beyond the usual scope of business operations.
        ii. Individual member organizations are also encouraged and are free to seek new funding for these projects or to pilot test best practices. Members are

asked to inform the backbone staff when submitting such requests to avoid duplication of efforts. Members are also strongly encouraged to notify the backbone organization when they are awarded such grants, ensuring the integration of efforts across members and committees.

b. Encourage Collaborative Grant-Seeking
    i. Backbone staff will actively search for and facilitate opportunities for collaborative grant-seeking among partners to further their work regionally and in local communities.
c. The Backbone Organization as Fiscal Agent
    i. The backbone organization (New Jersey Future) is the identified fiscal agent for all grants that support core backbone functions. As such, it is directly and fully accountable to the funder for its own activities and expenditures under the grant.
    ii. The backbone organization may also request and receive funding that supports committee work, special collaborative events, or pass-through funding for pilot-testing best practices in local communities. The backbone organization and any member organization may seek input and/or endorsement from the steering committee for funding requests that advance the purpose statement and shared goals of Lead-Free NJ. The backbone will act as the fiscal agent for these grants and will develop formal subcontracts for any pass-through funds. Committees and members who have access to such funds must accept mutual accountability for specific grant requirements placed on the Backbone organization as a result of this funding.

8. Operating Procedures Revisions

The Lead-Free NJ operating procedures manual is a living document that represents the needs of Lead-Free NJ members and those affected by lead in accordance with its mission.

a. To request changes to the operating procedures manual, members must submit their request to the backbone staff.
b. Backbone staff will review all requests and present them with a recommendation to approve or not approve to the steering committee at the next meeting or by email.
c. The steering committee will decide on any changes to the operating procedures manual through a five-day review, where changes will be adopted if there are no serious objections.