About OAK
OAK is a national strategic partnership of organizations from diverse sectors with a common interest in connecting children, youth and families with the outdoors. OAK’s members are brought together by the belief that the wellness of current and future generations, the health of our planet and communities and the economy of the future depend on humans having a personal, direct and life-long relationship with nature and the outdoors.

OAK’s Mission
To advocate for equitable and readily available opportunities for children, youth and families to connect with the outdoors.

OAK’s Vision
All children and youth have the opportunity and encouragement to play outside, touch soil, feel rain, watch leaves fall, sleep under the stars, count waves, eat food fresh from the garden, roll down a hill, catch a fish and enjoy the satisfaction of climbing to the top of a hill or a tree. Such simple acts create a pathway to an appreciation for nature and wildlife, an active and healthy outdoor lifestyle and a sustained relationship with the natural world.

OAK’s Values
OAK is committed to multi-sector collaboration, results, non-partisanship, diversity, equity, inclusion and fun. OAK’s core values are the shared beliefs and principles that guide our behavior, interactions and decision-making.

OAK’s Scope
Although families have the leading role in connecting children with the outdoors, there is also a need for decision-makers to ensure that children, youth and families have the access, opportunities, skills and encouragement to connect with the great outdoors.

- OAK seeks to raise awareness and activate leaders and decision-makers at the grassroots, local, state, regional and federal levels to support change efforts that expand and strengthen outdoor education, community health and wellness, and environmental stewardship opportunities for children and youth across America.
- OAK is an active voice for the movement and its members, focused on strategic and overall change.
- OAK is committed to engaging, educating and influencing leaders in a variety of sectors including conservation, recreation, health, education, defense and military readiness, business, built environment and transportation.
OAK's Advocacy Pillars

OAK's advocacy framework rests on three pillars: Education, Community Health and Wellness, and Environmental Stewardship.

**Education:** OAK supports initiatives that provide children and youth with opportunities to learn about — and in — the great outdoors. These initiatives provide experiential and hands-on learning both in-school and out-of-school, and ultimately improve both academic and practical skills, promote environmental literacy and create the well-rounded education that all kids need to thrive.

**Community Health and Wellness:** OAK supports initiatives and infrastructure that increase access and opportunity to engage in healthy, safe, and affordable outdoor places, networks and programs. By helping children and their families play, learn, and be physically active through outdoor recreation, we can ultimately improve the health of individuals and the broader community, increasing life expectancy and decreasing risk of chronic diseases.

**Environmental Stewardship:** OAK supports the protection and preservation of natural areas in which young people can learn and play. OAK also supports initiatives and funding that provide young people with outdoor recreation and education opportunities and jobs, training, service, and volunteer opportunities that connect them to the outdoors. By providing these opportunities, we help youth assume responsibility for the stewardship and preservation of America’s great outdoors and contribute to the healthy development of the next generation.

OAK’s Diversity, Equity and Inclusion Statement

The Outdoors Alliance for Kids embraces and values diversity when it comes to race, class, ethnicity, religion, sexual orientation, gender identity and expression, mental and physical ability and age. In order for OAK to achieve its mission “to advocate for equitable and readily available opportunities for children, youth and families to connect with the outdoors” we commit to celebrating diversity, working towards equity and practicing inclusion in all of our work.

**Diversity:** OAK understands and values two simple truths: 1) there are many ways to experience and spend time in nature and the outdoors, and 2) our public lands and open spaces belong to all of us. For OAK to reach its mission, we must celebrate diversity in the outdoors and actively work to ensure all kids and communities have encouragement and opportunities to safely explore the natural world.

**Equity:** OAK understands that not all children start on equal footing when it comes to opportunities to experience the outdoors and strives to close the equity gap in our advocacy and programmatic work.

**Inclusion:** OAK will employ best practices to foster an inclusive environment, striving to ensure a variety of perspectives, individuals, and organizations are welcomed and valued in our meetings and activities, particularly at the leadership level.
**OAK’s priority actions for 2016**

**Projects:**
- Deepen partnerships with 3-5 federal agencies to advance national initiatives, complete Action Plans, begin implementation
- Advance and/or defend policies and budgets for education, community health and wellness and environmental stewardship opportunities for children and youth in the outdoors, including the release of a Children and Youth in the Outdoors Federal Budget and a set of recommendations for a new Administration – see OAK’s additional policy positions
- Host a major advocacy day, and quarterly local advocacy days for in town members
- Host a congressional briefing on current priorities
- Develop OAK awards for elected official, administration leaders
- Host or support 10-15 Every Kid in a Park and other youth outdoors visibility events with the Administration and/or elected officials (award opportunity)
- Support the 50 Cities initiative led by the YMCA of the USA in partnership with the Department of the Interior, by engaging OAK members in summits where possible, and promoting the work
- Collect lessons learned from ECHO Across Albuquerque pilot, update toolkit
- Support and connect city leadership with resources, information and expert assistance for the Cities Connecting Children with Nature project in partnership with the National League of Cities, Children & Nature Network and Wilderness Inquiry.

**Organizational:**
- Update OAK’s strategic and organizational overview and structure
  - Finalize a Diversity, Equity and Inclusion statement for OAK and embed principles across alliance
  - Update teams, working groups to reflect priorities
- Recruit high profile new members from target sectors
- Develop and implement fundraising strategy
- Develop communications strategy
- Complete an asset map of OAK members
- Host annual membership meeting
- Develop an OAK member of the year award for members going above and beyond to collaborate and support OAK’s mission

**OAK will be successful by the end of 2016, if…**
- 5-7 mayors have advanced policies or strategies to connect children and youth with the outdoors
- 3-5 federal agencies have partnered with OAK to advance kids and the outdoors strategies
- Federal policies and funding for education, community health and wellness and environmental stewardship initiatives has been protected or advanced
- OAK has increased its engagement on federal legislative issues, and has become a respected resource for Congress and the Administration
- OAK has increased member engagement
- OAK has brought on new member organizations with representation from target sectors, early childhood groups and organizations focused on diversity, equity and inclusion
- OAK members are collaborating at the state and local level in 5-7 locations
- OAK has raised sufficient funds to staff the alliance and advance priority projects
- OAK is implementing a communications strategy
- OAK has led or supported 10-15 Every Kid in a Park events, showing visible support for the initiative
Organizational Structure and Governance 2016
Organizational Chart

Steering Committee Member Organizations

Steering Committee
Jackie Ostfeld, Sierra Club – OAK Chair
Paul Sanford, The Wilderness Society – OAK Vice Chair

Allen Cooper, National Wildlife Federation
Cheryl Charles, Children & Nature Network
David Tyahla, National Recreation and Park Association
Eugenie Bostrom, Public Lands Service Coalition (Conservation Legacy)
Jose Gonzalez, Latino Outdoors
Katie Adamson, YMCA of the USA
Kristy Anderson, American Heart Association
Linda Rhoads, Alliance for Childhood
Rachel Bruton, The North Face
Taldi Walter, REI
Tyler Wilson, Public Lands Service Coalition (The Corps Network)

Executive Committee

OAK Staff
OAK Program Manager

Policy Action Team

Education Pillar
Community Health and Wellness Pillar
Environmental Stewardship Pillar

Federal Recreation Council Partnership

Every Kid in a Park Working Group
OAK Inventories, Calendars
Children & Youth in the Outdoors
Federal Budget

21st Century Conservation Service Corps

50 Cities Initiative: Play, Learn, Serve
Let’s Move Outside

Cities Connecting Children to Nature

ECHO Across Albuquerque

Membership
Steering Committee Members
- Jackie Ostfeld, Sierra Club – OAK Chair
- Paul Sanford, The Wilderness Society – OAK Vice Chair
- Allen Cooper, National Wildlife Federation
- Cheryl Charles, Children & Nature Network
- David Tyahla, National Recreation and Park Association
- Eugenie Bostrom, Public Lands Service Coalition (Conservation Legacy)
- Jose Gonzalez, Latino Outdoors
- Katie Adamson, YMCA of the USA
- Kristy Anderson, American Heart Association
- Linda Rhoads, Alliance for Childhood
- Rachel Bruton, The North Face
- Taldi Walter, REI
- Tyler Wilson, Public Lands Service Coalition (The Corps Network)

Policy Action Team Co-Leads
- David Tyahla, National Recreation and Park Association
- Kristy Anderson, American Heart Association
- Tyler Wilson, Public Lands Service Coalition, The Corps Network
- Joe Gersen, Student Conservation Association (Member)

Pillar Leads
- Education: VACANT
- Community Health and Wellness: Kristy Anderson, David Tyahla
- Environmental Stewardship: Paul Sanford, Joe Gersen (member), Tyler Wilson

Federal Recreation Council Partnership
- Paul Sanford, The Wilderness Society – Lead
- Jackie Ostfeld, Sierra Club

Federal Recreation Council Working Groups
- OAK Inventories, Calendars – Brenna Muller, Julia Marsh
- Children & Youth in the Outdoors Federal Budget – Julia Marsh
- Every Kid in a Park – Jackie Ostfeld
- 50 Cities – Katie Adamson, Tracy Muckey
- 21st Century Conservation Service Corps – Eugenie Bostrom, Tyler Wilson

Additional Projects/Reporting to Executive Committee
- ECHO Across Albuquerque Pilot Project
  - Project Lead – Eugenie Bostrom, Public Lands Service Coalition, Conservation Legacy
- Cities Connecting Children to Nature Project
  - Project Leads – Priya Cook, National League of Cities, Paxton Barnes, Children & Nature Network
  - Partners – OAK, Wilderness Inquiry
  - OAK Liaison – Brenna Muller

Staffing
- Brenna Muller – Trails and OAK Program Manager, Sierra Club – 50% time on OAK
OAK's Steering Committee Composition
OAK is overseen by a Steering Committee with clearly defined Roles and Responsibilities (see below). To ensure OAK is setting and reaching ambitious goals, it is important for OAK to have a diverse set of voices, expertise and experience among its leadership. It is also important for OAK to have a clearly defined and transparent process for cycling on and off steering committee members to ensure OAK has strong, engaged and representative leadership.*

OAK’s steering committee is comprised of specific individuals representing a broad sector of organizations. Individual Steering Committee members are welcome to and encouraged to engage other persons from within their organization in OAK activities. However, no Steering Committee member may replace themselves on the Steering Committee without the approval of OAK’s Executive Team. Likewise, none of the organizations on OAK’s Steering Committee can replace their representative without the approval of OAK’s Executive Team. This will ensure that OAK’s Steering Committee remains an authoritative decision-making body.

*In 2016, OAK’s Executive Team will develop a recommendation for this process to be approved by the steering committee

Roles and Responsibilities of OAK’s Steering Committee
OAK is overseen by a Steering Committee. In addition to the roles, responsibilities and expectations laid out for all OAK Partner Members (see below), the roles and responsibilities of the Steering Committee are to:

- Set OAK's overall direction and goals
- Review and approve rules of governance and organizational structures for OAK
- Define, review and approve OAK’s policy agenda and actions in furtherance of said agenda
- Serve as the primary spokesperson for the organization
- OAK’s Steering Committee members are responsible for:
  - Participating in monthly steering committee calls/planning meetings, quarterly membership calls
  - Providing an annual $1,000 steering committee contribution each calendar year
  - Contributing to the success of the organization in one of three ways:
    - Financial contributions beyond official dues
    - Staff time beyond Steering Committee meetings (i.e. leading teams, committees, projects)
    - In-Kind resources (i.e. communications, fundraising or website support)

Roles and Responsibilities of the Executive Team
OAK’s Steering Committee is overseen by an Executive Team comprised of a Chair and Vice-Chair. Additional steering committee members may be approached to join the Executive Team to support the work as needed, with approval of the steering committee.

Additional roles and responsibilities of the Executive Team:

- Maintain OAK’s overall organizational robustness
- Make rapid response decisions on behalf of OAK when necessary
- Make recommendations to steering committee on OAK’s rules of governance and organizational structure
- Facilitate the scheduling and operation of steering committee and partnership meetings
- Support action teams and committees where necessary
- Identify additional opportunities for OAK to support issues, events and activities

OAK Chair supervises staff, and reviews and approves OAK Members.
Roles and Responsibilities of OAK’s Action Teams and Working Groups
OAK has one Action Team and several Working Groups each led by 2-3 member organizations (minimum of 1 Steering Committee member required). Action Teams and Working Groups help carry out OAK’s priorities. OAK Members are encouraged to participate on at least one Action Team or Working Group, and may assume leadership roles. Action Team and Working Group members are expected to participate on monthly calls, respond to emails and assist in carrying out any action items that are established through the teams or working groups. Estimated monthly time commitment: 2-4 hours members, 3-6 hours co-leads.

Policy Action Team
- Develops and implements action plans to achieve OAK's national policy goals
- Presents to the Steering Committee recommendations for OAK to engage on federal legislation, policies and initiatives, helping shape OAK’s federal policy platform
- Deepens partnership efforts with the federal agencies, the administration, and congressional caucuses related to kids and nature
- Organizes meetings on Capitol Hill and with the administration to advance OAK's priorities
- Organizes congressional briefings to advance OAK's federal priorities
- Engages membership in leadership roles
- Oversees working groups established to advance specific action items of the team

Roles and Responsibilities of OAK Members
Membership is open to national, regional, state and local non-profit organizations and businesses that subscribe to OAK’s mission. OAK Members are expected to:
- Endorse and support the goals and agenda of OAK
- Participate in OAK partner member calls and meetings (quarterly phone calls, annual in-person meeting)
- Actively participate in meetings of OAK’s action teams and committees (as appropriate given the members’ interests and resources) to help inform, strengthen and carry out OAK’s agenda and efforts through the unique perspective and skills of each member
- Internally share initiatives and communications designed to influence policy with fellow OAK members. Transparency and communications are critical to ensuring OAK’s effectiveness and credibility as a national alliance. Surprises should be avoided.
- Use collective and individual voices to effectively communicate support for efforts consistent with OAK’s mission, values and goals to the news media, partner organizations, staff and membership
- Take action and engage networks and membership to act in support of OAK’s goals, where appropriate
- Respond to OAK’s requests for information in a timely fashion
- Contribute content for OAK’s website, blog and social media platforms, where appropriate
- Support the fundraising activities of OAK
- Provide an annual $100 membership contribution each calendar year
  - NOTE: Organizations that wish not to be associated with OAK's legislative lobby activity may place an asterisk by their name on OAK’s website (*Does not engage in OAK’s lobby activity)

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<th>2016 Annual Membership Contributions</th>
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<td>Steering Committee Members (invitation only)</td>
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<td>Members</td>
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OAK's Steering Committee reserves the right to revise OAK's membership contribution policy in the future.

Checks should be made to OAK's 501(c)(3) fiscal sponsor, The Sierra Club Foundation. Write “OAK” in memo line. Mail to: Brenna Muller, Sierra Club, 50 F St. NW, 8th Floor, Washington, DC 20001

NOTE: Membership contributions will be used to support OAK’s 501(c)(3) charitable tax-deductible work.

If you would like to make a contribution to support OAK’s legislative work, please contact: Brenna.Muller@sierrclub.org