



**MEMORANDUM OF UNDERSTANDING
SAN FRANCISCO LATINO PARITY AND EQUITY COALITION
MEMBERSHIP/PARTICIPATION v 2026**

The San Francisco Latino Parity and Equity Coalition (SFLPEC) works to inform policy and budget priorities at the local level to foster the social and economic achievement of San Francisco's Latinx community. Through intersectional advocacy, we enhance and strengthen social services and representation in order to promote equity for the Latinx community.

This Memorandum of Understanding (MOU) is entered into this _____ day of _____, _____, by and between the undersigned members of the San Francisco Latino Parity and Equity Coalition (hereinafter referred to as "Members").

Purpose:

The purpose of this MOU is to outline the collaborative efforts and mutual understanding among the members of the Coalition in achieving shared goals and objectives.

Scope:

This MOU establishes the framework for cooperation and collaboration among the Members to support and enhance the following objective:

The San Francisco Latino Parity and Equity Coalition (SFLPEC) works to inform policy and budget priorities at the local level to foster the social and economic achievement of San Francisco's Latinx community. Through intersectional advocacy, we enhance and strengthen social services and representation to promote equity for the Latinx community.

SFLPEC constituents and community are Latinx families and individuals living, working, and receiving services in San Francisco. SFLPEC needs to be grounded and informed by the community it serves to address its needs and concerns effectively. Connecting to our community is crucial for guiding the decision-making process and ensuring that the coalition's efforts align with the community's priorities.

In addition, engaging our constituents in community building can foster trust and support for the coalition's goals of achieving greater equity within our city. The goal is to conduct 3-4 community town halls a year.

To achieve the above objective, SFLPEC work will be carried out under the shared coalition's agreements outlined in Annex A - D as described below and fully constitute this MOU:

- 1. Annex A: Values and Agreements** describes our agreed language that reflects our values and code of conduct.
- 2. Annex B: Roles and Responsibilities** describes to the Coalition's objectives to the best of its abilities, based on its respective resources, expertise, and agreed-upon commitments.

3. Annex C: Duration and Termination. This MOU shall come into effect upon the date of its signing by all the Members and shall remain in force for a period of two years, unless amended. Either member may terminate this MOU by providing written notice of termination to all other Members with a notice period of one month. This section also includes definitions of Members in Good Standing and Inactive members.

4. Annex D: Governance and Decision-Making: describes the roles of Coalition member, concilio, and staff. Members represent the interests of the community they serve first and foremost, as well as the general interests of their organization and other stakeholders. Members participate in a year-round planning process that is coordinated, inclusive, and outcome-oriented. This includes discussing operational policy and coalition priorities and helping the Director and Concilio develop an action plan that defines the coalition's short- and long-term goals.

5. Annex E: Conflict of interests is the policy of SFLPEC that member organizations, Concilio and co-chairs and staff promptly and fully disclose any actual, apparent, or potential conflicts of interest (as defined in Annex C), that no member participates in any decision by SFLPEC in any matters in which they have a conflict of interest, that SFLPEC follows a disciplined, documented process in making decisions about such matters, and that SFLPEC complies with all applicable legal requirements relating to such matters.

6. Staff and Membership Travel Annex F: This protocol ensures transparency, accountability, and equity in travel undertaken on behalf of the organization. Travel is intended to advance the coalition's mission through advocacy, relationship building, learning, and visibility at local, regional, and national levels.

This MOU shall come into effect upon the date of its signing by all the Members and shall remain in force for a period of two years, unless amended. Either Party may terminate this MOU by providing written notice of termination to all other Members with a notice period of one month.

Amendments and Modifications:

Any amendments or modifications to this MOU must be made in writing and signed by all the Members.

Name of
Organization _____

Name of Organization Representative and
Alternate(s) _____

Signature of Representative(s) to
Coalition _____

Date _____

1. Annex A Values & Agreements

Ancestral honoring: Our coalition needs to be grounded in honoring the past leaders and community members who came before us. First and foremost, we celebrate their resilience, teachings, and strength. We want to show respect and appreciation for those who have laid the foundations and paved the way for the work the coalition is doing. We also acknowledge the contributions and sacrifices of past leaders, we can learn from their experiences and apply their wisdom to our efforts. Additionally, honoring the past helps preserve a community's history and traditions and can help inspire and motivate current and future leaders.

Thinking seven generations ahead: (tied to resiliency) Many of our ancestors understood that our actions have benefits and consequences that extend beyond our own lifetimes and therefore made decisions with the well-being of future generations in mind. This way of thinking recognizes that we are all connected and that our actions today can shape the world for generations to come. This value is particularly important when it comes to issues such as sustainability, environmental conservation, and social justice, as the decisions we make today can have far-reaching effects on the world that our descendants will inherit.

Tener Palabra: Accountability and integrity are a cornerstone of responsible and effective leadership and are vital values for any coalition seeking to make a meaningful impact. By upholding these values, SFLPEC commits to transparency and honesty in its actions and decision-making processes. This fosters trust and respect among members and stakeholders and ensures that the coalition operates ethically and responsibly.

Power of Advocacy: Community-centered power is crucial for a coalition to achieve racial equity because it allows for the needs and concerns of the Latinx communities to be at the forefront of decision-making processes. When a coalition can wield power, it can advocate for and implement policies and initiatives that address the unique challenges and issues faced by the Latinx community. By prioritizing community-centered advocacy, a coalition can advocate for and implement policies and initiatives that work towards dismantling systemic racism and promoting racial equity.

Courage/ Audacity: These values allow us to take bold and decisive action, even in the face of opposition, and to work towards creating lasting change. Achieving meaningful change often requires challenging and disrupting longstanding systems and structures perpetuating inequality. This can be a daunting task, but by embracing the values of courage and audacity, we can better stand up for our communities and inspire others to join us in the fight for a more just and equitable society.

Intersectionality and inclusivity: To ensure parity and equity within our coalition, organizations must operate within the 5 SFLPEC neighborhoods' target areas and strive to include and increase the capacity of smaller organizations whose budget is \$1M or less, as well as include all servicing sectors within our city. Additionally, our coalition recognizes that there are many intersecting identities within the Latinx community, and we value and respect each individual's unique perspectives and needs. We are committed to including individuals from various backgrounds and experiences. This includes women, members of the disabled, LGBTQI+, Black, indigenous, and Native American communities, and other vulnerable groups who have historically been underrepresented. Diversity and inclusivity are essential to creating meaningful and effective change, and we strive to create a safe and welcoming space for all members of our coalition. We are committed to actively working toward equity and justice for all community members.

Respect and Upliftment: We must maintain a respectful and uplifting approach in all our interactions, whether within the coalition or with external Members. We are committed to using language and an approach that uplifts our community and doesn't undermine our collective efforts.

2. Annex B Roles and Responsibilities

Coalition General Membership

Purpose:

The Coalition General Membership is the primary decision-making body of SFLPEC. It is the space where pressing issues are discussed, dialogue is encouraged, and collective decisions are made through a voting process. Members represent the interests of the communities they serve first, while also advancing the shared priorities of the coalition.

Roles & Responsibilities

Coalition members are expected to:

1. Appoint representative(s) and one alternate to attend coalition meetings and activities.
2. Serve as decision-makers on coalition policy priorities and strategic direction.
3. Authorize designated representatives to make decisions on behalf of their organization.
4. Participate in a year-round, coordinated, inclusive, and outcomes-oriented planning process.
5. Engage in discussions on policy and budget priorities and support the development of short- and long-term coalition action plans.
6. Maintain regular communication with the Director and SFLPEC staff.
7. Review meeting minutes, reports, and newsletters.
8. Members are expected to participate in coalition-wide communications efforts, including amplifying agreed-upon messages through social media campaigns and helping disseminate information as approved by the membership.
9. Share relevant coalition information within their organizations (e.g., staff, boards, listservs).
10. Keep the coalition informed of related organizational activities.
11. Contribute, as available, volunteer support, in-kind resources (staff time, meeting space, materials, refreshments), and other resources needed to advance coalition goals.

Participation Expectations

Active participation and consistent engagement are essential to the coalition's success. Regular meeting attendance and familiarity with coalition advocacy processes are expected. Definitions of Members in Good Standing and Inactive Members are outlined in Annex C. Additionally, members are expected to:

1. Attend monthly meetings happening every 3rd Wednesday of the month over Zoom and in person as scheduled.
2. Each member organization must participate in at least one working group, either through the Executive Director or by assigning a designated member of their executive or senior leadership staff.
3. Active participation during the City budget process—including meetings, strategy sessions, and coordinated actions—is essential to ensure the coalition can effectively advocate on behalf of its members and community priorities.
4. Members are expected to actively participate in coalition advocacy and organizing efforts, including informing and engaging their staff and inviting community members to participate when appropriate.

Budget & Grant Follow-Up Responsibilities

1. Budget Participation: SFLPEC can only advocate on behalf of member organizations that actively participate in coalition budget discussions and activities.
2. Autonomous Budget Management: Each member organization is solely responsible for managing its own budget and financial resources. SFLPEC does not oversee or centralize member budgets.
3. Funder Engagement: Member organizations are responsible for all funder follow-up, including post-add-back advocacy, grant compliance, reporting, and relationship management.

Membership Criteria

To be eligible for membership, organizations must:

1. Be a 501(c)(3) or fiscally sponsored project based in San Francisco
2. Be Latinx-led, with at least 50% Latinx executive leadership and board, and at least 50% Latinx constituents
3. Be represented by the Executive Director or designated senior-level staff (with one representative and one alternate)
4. Adhere to principles of respect, collegiality, and professionalism
5. Comply with SFLPEC's Memorandum of Understanding (MOU), Conflict of Interest Policy, and Members in Good Standing Policy

Membership Size

No limit on coalition membership.

Working Groups

Purpose

Working Groups advance coalition priorities by leading project-based work aligned with member expertise and community needs. These groups are designed to be intersectional, action-oriented, and responsive to priorities set by the General Membership and Concilio.

Roles & Responsibilities

Working Group participants are expected to:

1. Participate in meetings and presentations related to their area of expertise. Meetings happen once a month.
2. Conduct research and share relevant data, best practices, and community insights related to the working pillar.
3. Support in developing strategies related to services, programs, and policy goals.
4. Adhere to agreed-upon timelines and deliverables.
5. Each member organization must participate in at least one working group. Participation may be delegated to appropriate staff with subject-matter expertise; the Executive Director is not required to attend working groups.

Criteria & Structure

1. Working Groups are aligned with the Strategic Plan and organized around the four pillars: Health, Place, Community Safety, and Workforce
2. Additional working groups may be formed in response to emerging needs (e.g., immigration, budget, media and communications)
3. Members should join working groups where they can meaningfully contribute to outcomes

Terms & Meetings

1. Terms: Ongoing or ad-hoc, depending on project scope
2. Meetings: Monthly, and no less than quarterly
3. Facilitation: May be led by member organizations or coalition staff, depending on capacity and need

Concilio

Purpose

The Concilio serves as the advisory and governance body of the coalition. Its roles as the executive board of SFLPEC — is to support the coalition’s sustainability, advancing its strategic vision, and upholding its shared values. These commitments should reflect the collective leadership and accountability to each other, to staff, and to the broader SFLPEC membership. See Annex D Governance for a more detailed description of the Concilio Role and commitment.

Roles & Responsibilities

1. Makes operational and strategic recommendations to the General Membership
2. Monitors coalition progress and oversees planning and implementation efforts
3. Reviews and vets the monthly General Membership meeting agenda
4. Oversees fiscal sponsorship governance and maintains the relationship with the fiscal sponsor

5. Hires, supervises, and supports the Coalition Director

Additional roles and expectations are detailed in Annex D: Governance.

Participation Expectations

1. Commit to consistent attendance, participating in bi-weekly Concilio meetings and communicating in advance if we are unable to attend.
2. Take initiative to catch up before the next one by reviewing notes, recordings, or contacting fellow members.

Criteria & Terms

1. Members are elected by the General Membership
2. Terms are two years, with staggered elections
3. Members may serve up to two terms through an open election process
4. One vote per member organization

Membership Size

Minimum of 5 members; maximum of 7

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3. Annex C: Duration and Termination

This MOU shall come into effect upon the date of its signing by all the Members and shall remain in force for a period of two years, unless amended. Either Party may terminate this MOU by providing written notice of termination to all other Members with a notice period of one month.

DEFINITION of Members in Good Standing Policy:

1. Member in Good Standing is defined as an organization that fulfilled the requirements for membership according to the MOU, Conflict of Interest Policy, and has not voluntarily withdrawn nor been deemed inactive.
2. The organization understands, agrees, and participates in the coalition's voting and e-voting procedures in person or by email.
3. The organization has at least 1 member of their leadership/ executive team participating in monthly meetings.
4. The organization has an active participant in a working group.
5. The organization responds to emails or communications requesting feedback or a response within 48 hours.
6. Organizations with a budget ask are to participate with a decision maker in at least 75% of the budgetary process meetings.

DEFINITION of Inactive Member Policy:

1. An Inactive member is defined as any organization that has not fulfilled the membership requirements, has failed to communicate regarding their participation or capacity, and/or has

not voluntarily withdrawn from the membership. We define inactive members to have mutual accountability.

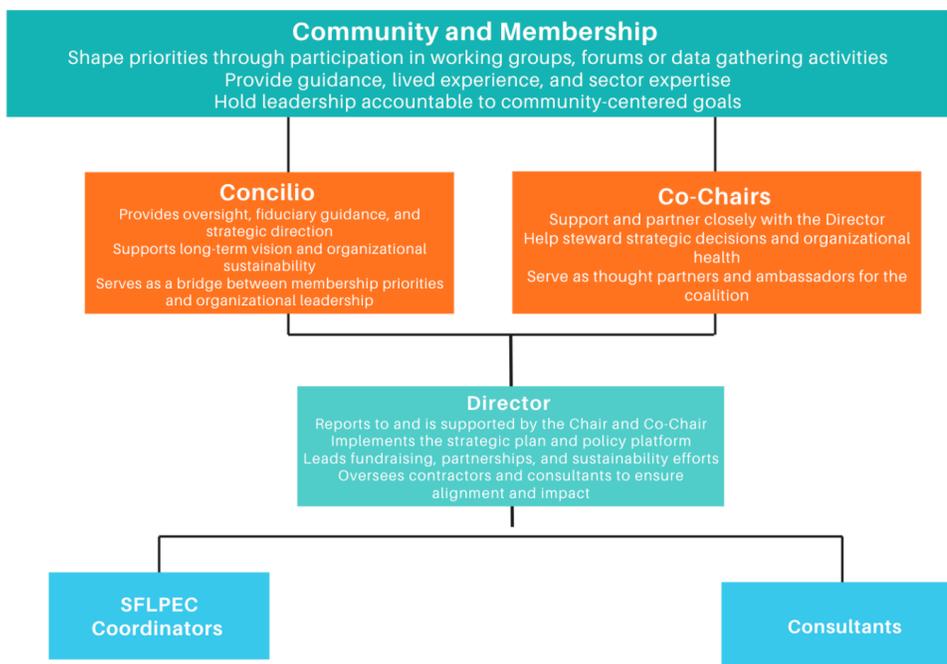
2. The organization has more than 2 unexcused absences from membership meetings. An unexcused absence is when an organization has failed to communicate its absence. You must communicate with the Director or Concilio about your absence to remain in good standing.
3. The organization has failed to participate in a working group consistently or has failed to communicate regarding their participation in a working group.
4. The organization has failed to communicate consistently with SFLPEC staff and Concilio. (see Members in Good Standing section)
5. Members who are not consistent in their participation according to these guidelines will be considered inactive and will be notified by the Director and Concilio Chairs to develop an action plan to become members in good standing again.

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4. Annex D: Governance

SF LATINO PARITY EQUITY COALITION

Organizational Chart



Membership Voting

Motions are statements that describe a proposed action or decision. Making motions ensures that no decision is accepted without the opportunity for discussion and a vote.

The motion-making process progresses as follows:

1. A group member proposes a motion: “I move that...”
2. Motions require that a second group member agree to consider the proposal to ensure that the proposal is meant for more than one person. A group member chooses to second: “I second” or “I second for discussion” if you want to be clear that you are not in support but want to entertain a conversation about the proposal.
3. Without a second, the motion will die. The Director will lead a vote once the group has had a chance to speak in favor of or against the motion.
4. In our coalition, we have 19 current organization members.
5. Quorum: Minimum 50% +1 to move a motion and conduct coalition business.
6. For a motion to pass, we need 75% voter approval of the quorum attendance.
7. Each member org will state their organization’s name and state their vote: yes/no, Support/Oppose, and can also vote with comments on their position or ask for clarification or questions.
8. The Director will communicate with absent coalition members through email to notify results.

Concilio

Leadership & Representation

1. Serve as ambassadors of SFLPEC’s values, strategic plan, and collective vision, both within the coalition and in the external spaces they occupy.
2. Commit to being strategic thought partners, working to advance the best interests of the coalition and the community we serve — not individual agendas.
3. Represent the voices and needs of the broader membership, and seek input from others when speaking or making decisions on their behalf.
4. Strive to build the power of the coalition through relationships, advocacy, and resource development.

Accountability & Decision-Making

1. Accountability to each other and membership to the responsibilities they accepted and follow through on our commitments.
2. Support and inclusive, transparent processes that are thoughtful of the full membership and aligned with our equity values.
3. Commit to building trust, welcoming hard conversations, and resolving conflict with respect and empathy.

Financial Responsibility

1. Concilio members have a fiduciary responsibility to ensure SFLPEC’s financial health and sustainability.
2. Engage with and review financial reports, ask questions when needed, and contribute to sound financial decision-making.
3. Support fundraising efforts where appropriate, including making connections, endorsing proposals, or helping shape financial strategies in alignment with our strategic goals.

Co-Chairs

Purpose: To serve as liaisons between the Concilio and the Membership body in offering continuity, direction, and support to the SFLPEC Coalition Director.

Roles & Responsibilities: The Co-Chairs manage and provide leadership to the Concilio and the Director. They serve as the oversight between the fiscal sponsor and Concilio.

Time commitment: Meets bi-weekly with the SFLPEC Director.

Criteria: Both co-chairs will be elected by the membership. In the event of a chair vacancy, Concilio can recommend a new co-chair. The annual retreat can serve as a venue to hold elections.

Terms: 2-year term with one stagger. Can serve up to three terms in an open election process.

Director and Staff Coordinator

Purpose: The Director and staff report to the Coalition Membership. The Director serves the interest of the greater Coalition mission and vision affairs. The SFLPEC Director is responsible for creating, executing, and continuously evaluating a comprehensive strategy that ensures the quality, efficiency, and consistency of the SFLPEC's mission, vision, and priorities.

Roles and Responsibilities: The SFLPEC Director takes direction from the Concilio via the membership and reports to the Co-chairs. The Director maintains regular communication with the coalition's fiscal sponsor. This position is remote with the expectation that the employee will be available to meet in person regularly with SFLPEC member organizations. Maintaining consistent and effective communication channels is critical for building strong working relationships and a smooth functioning collaboration. Responsible for attendance and minutes of all planned meetings. Working groups are supported by the Director and Coordinator who oversee that the functions of working groups are being carried out.

Job description for Director: [W SFLPEC Director Description 2022.pdf.docx](#)

5. ANNEX E: Conflict of Interests

Introduction

The San Francisco Parity and Equity Coalition (SFLPEC) membership, its leadership and staff are subject to legal requirements relating to conflicts of interest. For example,

The California Nonprofit Public Benefit Corporation Law (the "Nonprofit Law") limits transactions between SFLPEC and its members' organization, Concilio, and co-chairs. It provides that a majority of the Concilio must meet a specified independence standard.

California corporation law principles provide that member organizations, Concilio, and co-chairs owe SFLPEC a duty of loyalty, which requires a member to act in the organization's interest rather than in the personal interest of the member.

Federal tax law and SFLPEC's Articles of Incorporation provide that no part of the net earnings or assets of SFLPEC may inure to (benefit) its members, Concilio, and co-chairs.

Federal tax law requires public disclosure regarding, among other things, relationships between SFLPEC and its leaders, the independence of SFLPEC's Concilio, and the compensation of SFLPEC's leadership.

SFLPEC adopted this Conflict of Interest Policy (this "Policy") to facilitate compliance with these laws and provide procedures for addressing situations that involve, or may appear to involve, conflicts of interest.

Policy

Core principles

It is the policy of SFLPEC that member organizations, Concilio and co-chairs promptly and fully disclose any actual, apparent, or potential conflicts of interest (as defined below), that no member participates in any decision by SFLPEC in any matters in which they have a conflict of interest, that SFLPEC follows a disciplined, documented process in making decisions about such matters, and that SFLPEC complies with all applicable legal requirements relating to such matters.

Definitions

A conflict of interest exists if a member is in a position to make or influence SFLPEC's decisions about a transaction or relationship with a funder, city department, legislator, vendor, supplier, lender, lessor, consultant, grantee, or other person and (ii) has an affiliation with the other party to the transaction.

A key employee is any SFLPEC employee who receives more than \$100,000 in annual compensation and has management responsibility over a substantial segment (10% or more) of SFLPEC's assets, income, expenses, or budget or is otherwise considered a key employee under SFLPEC's compensation review policy.

An associate is considered to have an affiliation if (i) the associate is the other party; (ii) the other party is a family member; (iii) the other party is an entity in which the associate or a family member of an associate is a director, officer or employee; or (iv) the other party is an entity in which the associate or a family member of an associate has a substantial financial interest as an owner or investor in the entity. Family member means brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of any such person.

Disclosure

Annual disclosure

Upon election, hiring, or appointment, and annually thereafter, directors, officers, and key employees must complete an annual affirmation and disclosure questionnaire in the form provided by SFLPEC. In this document, they must disclose all affiliations or other matters that could give rise to a conflict of interest and confirm their commitment to compliance with the Policy. They should update this disclosure as appropriate. They are responsible for reviewing their business, personal, and philanthropic interests and their family and other close relationships for actual, apparent, or potential conflicts of interest.

Conflicts of interest as they arise

Associates should promptly disclose to SFLPEC Concilio or Co-chairs any affiliations or other matters that constitute or could result in a conflict of interest in connection with any transaction or other decision under consideration by SFLPEC Concilio or Co-chairs. Members should disclose such matters to other participants in the decision-making process whenever there is any doubt about whether a disclosure is required.

Procedures

Abstention from decision-making

In all situations calling for disclosure, the interested members should abstain from voting or participating in the decision other than by providing the information requested by the decision-makers.

Review

With regard to any member organization, the Executive Director, Concilio, and Co-chairs will determine the appropriate response by SFLPEC in line with the principles set out in this policy, including, without limitation, review by membership and concilio. Regarding director or employee matters referred to by the Concilio, they will determine the appropriate response by SFLPEC in light of the nature of the conflict.

Action by the Concilio

The Concilio will take such actions as it believes are appropriate under federal tax or state law principles and this policy. These actions may include limiting review to specified concilio and members, obtaining information from the interested member, reviewing information about comparable transactions, and obtaining advice from advisors. As a general matter, the Concilio may approve a decision or transaction where a member has a conflict of interest if the following steps are taken:

The interested member leaves the room during the Concilio's consideration of the decision or transaction.

The disinterested Concilio members compile and review all material facts regarding the decision or transaction and the interest.

The disinterested Concilio members determine after reasonable investigation that SFLPEC cannot obtain with reasonable efforts a more advantageous arrangement with a person or entity that would not give rise to a conflict of interest and that the decisions or transaction is fair and reasonable to SFLPEC and for its benefit and not for the benefit of the interested associate.

The disinterested Concilio members vote to approve the decision or transaction by a majority of directors then in office, not counting votes of interested Concilio members.

The Director prepares complete minutes of the Concilio's consideration of the decision or transaction. The minutes should note a description of the decision or transaction and the date the action was taken; Concilio members who were present during the meeting and those members who voted; data obtained and relied upon and how the data were obtained.

Self-dealing transactions

SFLPEC will not engage in self-dealing transactions as defined in Section 5233 of the Nonprofit Law without taking the actions set out in the bullet points above and such other actions as may be appropriate under Section 5233. A self-dealing transaction is in which SFLPEC is a party, and one or more members have a material financial interest.

Related matters

Concilio composition

At all times, not more than 49% of the directors of Concilio members may be "interested persons." An interested person means either: (i) any person currently being compensated by SFLPEC for services rendered to it within the previous twelve months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director in their capacity as a director; or (ii) any family member (as defined above) of any such person.

No members are allowed to:

1. **Receive Compensation:** This Policy does not cover a review of senior management compensation. Compensation matters are covered in the Compensation Review Policy
2. **Loans to directors and officers:** Except as permitted by Section 5236 of the Nonprofit Law, SFLPEC will not make any loan or other advance of money or property to, or guarantee the obligation of, any employee, member, Concilio, or co-chairs.
3. **Personal use;** gifts to associates may not use or authorize the use of the name, logo, or other property of SFLPEC for the benefit of the associate or any other person or entity, except as approved by SFLPEC. Members may not accept or give any payments, gifts, loans, or other favors from or to anyone who does or wishes to do business with SFLPEC except as approved by SFLPEC Concilio.

4. **Corporate opportunities** Associates may not take personal advantage of opportunities that are discovered through the use of corporate property, information, or their position, except as approved by SFLPEC.
5. **Relationship to other laws:** This Policy is intended to supplement and not supersede any applicable federal or state laws, including laws prohibiting or otherwise relating to self-dealing, private inurement, private benefit, or transactions with interested persons. Nothing in this policy authorizes SFLPEC to engage in any act of self-dealing, inurement, or other act prohibited by law.
6. **Annual board review.** The Concilio will perform an annual review of this Policy and amend the Policy as appropriate. In addition, the Concilio will perform an annual review of the questionnaires received under this Policy and consider appropriate actions to promote compliance with this Policy.

6. Annex F: Membership and Staff Travel

Purpose: This protocol ensures transparency, accountability, and equity in travel undertaken on behalf of the organization. Travel is intended to advance the coalition’s mission through advocacy, relationship building, learning, and visibility at local, regional, and national levels.

Director Travel

1. **Authorization:** The Director may travel for conferences, advocacy visits, funder meetings, peer exchanges, or other mission-aligned purposes in order to elevate sflpec membership and cultivate relationships with notice to the Concilio (executive board).
2. **Budgeting:** Travel should be included in the annual budget, with priority given to opportunities that directly advance the coalition’s strategic plan and policy platform.
3. **Expenses Covered:**
 - a. Registration fees (if applicable)
 - b. Transportation (flight, train, mileage reimbursement if driving)
 - c. Lodging (standard accommodations)
 - d. Per diem (meals and incidentals based on GSA or local rates)
 - e. Cultivation: meals or experiences to engage members, partners, or funders
 - f. Reasonable alcohol expenses (wine or beer) are allowed only when part of a cultivation or networking event consistent with the funding source (Crankstart) and as approved by Concilio.
4. **Case-by-Case Basis:** Travel will be approved based on available budget and alignment with organizational goals.

Board & Member Travel

Purpose of Participation: Board or member representatives may be invited to travel with the Director to ensure diverse community voices are represented, to share responsibility for advocacy, or to build

leadership capacity.

1. **Equitable Selection:** Travel invitations will be extended based on relevance to the member's role, subject expertise, or community connection. A rotation system may be used to avoid the same members always traveling.
2. Accessibility (language, caregiving needs, immigration status considerations) will be factored in to avoid exclusion.
3. **Expenses covered on a case-by-case basis:**
 - a. Registration fees (if applicable)
 - b. Transportation (flight, train, mileage reimbursement if driving)
 - c. Lodging (standard accommodations)
4. **Cost-Sharing:** If the opportunity is partially relevant or if budget constraints exist, the member should
 - a. Seek sponsorships from event organizers.
 - b. Cover partial expenses (e.g., registration only).
 - c. Encourage members' agencies (if applicable) to co-fund participation.

Equity Considerations

1. **Transparency:** The annual budget will include a line item for board/member travel. Allocations will be shared openly.
2. **Fairness:** If funds are limited, decisions will follow an equity rubric prioritizing.
3. Community voice representation
4. Alignment with organizational goals

Expectations

1. **To ensure that travel advances the coalition's mission and brings value back to the membership:**
2. **Pre-Travel:** Travelers (Director, Board, or Members) should outline clear goals, intended outcomes, and talking points aligned with SFLPEC's strategic plan and policy platform.
3. **During Travel:** Participants are expected to represent the coalition professionally, uphold its values, and engage in networking, advocacy, or learning that benefits the collective.
4. **Post-Travel:** All travelers must report back to the membership through a short debrief, written reflection, or presentation—highlighting key learnings, opportunities, and next steps for the coalition.

Reporting & Accountability

1. The director provides a short written or verbal report after travel (key learnings, connections, opportunities for coalition).
2. **Board/Member Travelers:** Expected to share back with the coalition (e.g., at membership meeting, short debrief, written reflection).
3. **Financial Oversight:** Expense reports with receipts are required for reimbursement or advance reconciliation.