



Board of Directors Handbook (2025)

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Mission

Good Sports drives equitable access in youth sports and physical activity, by supporting children in high-need communities to achieve their greatest potential, on the field and in life.

Core Values and Winning Behaviors

Core Value: MASTERY Winning Behavior: Dominate your role	Core Value: BE A GOOD SPORT Winning Behavior: Tackle achievement of mission with integrity and approachability
Core Value: ACCOUNTABILITY Winning Behavior: Manage your commitments	Core Value: PIONEER Winning Behavior: Approach business strategically and innovatively
Core Value: RESULTS Winning Behavior: Effectively set priorities and plan projects	Core Value: INCLUSIVE LEADERSHIP Winning Behavior: Understand difference, and be a bridge between integration and inclusion

Leadership Statement: Diversity, Equity & Inclusion

We believe that a diverse workforce is essential to spark innovation, improve performance, and foster an environment of authenticity and teamwork. In so doing, we are committed to creating an equitable and inclusive culture, implementing an inclusive performance management process, building a diverse team and board, and supporting equal access to sports throughout our community.

Why We Do What We Do

The benefits of sports and physical activity in a child's life are well documented. Good Sports exists to make sure cost does not keep kids on the bench. The world of sports has split into two groups the "haves" and the "have-nots". While some families can afford sports gear, leagues, and travel costs – many do not. Consequently, their kids are left behind on the sidelines. We know that kids who play do better. By supplying youth organizations with the gear, they need, overhead costs are cut, and more resources become available, helping children stay connected to their communities.

Business Model

Good Sports accomplishes its mission by establishing long-term partnerships with the sporting goods industry to ensure equipment is getting into the hands of the young people who need it most.

There are three primary methods that Good Sports uses to obtain and distribute sports equipment for its program:

1. It taps pro-active product donation programs run by equipment manufacturers.
2. It obtains excess closeout inventory from sporting goods manufacturers and retailers.
3. It purchases new equipment using funds donated for that purpose. When purchasing in this fashion, Good Sports can leverage the dollars from its partners because it can obtain the equipment at the wholesale or cost price level. To be a purchasing partner with Good Sports, sporting goods manufacturers must be aligned with the organization's mission and contribute donated equipment or financial support as well.

A list of current Good Sports equipment partners can be viewed by visiting our website at <https://www.goodsports.org/supporters/>

The assets that Good Sports has created to implement its business model are:

1. Its partner relationships with manufacturers and other equipment donors.
2. Its relationships with community organizations in need.
3. A proven track record for maximizing the impact of available equipment.

4. An application process that streamlines the selection of community recipients
5. Unique model with a strong return on investment that is not replicated elsewhere in youth sports and recreation.

Program

Founded in 2003, Good Sports provides sports and fitness equipment to community organizations and schools offering physical activity for children in need. Interested organizations and schools must apply to be considered for an equipment donation. Approved organizations and schools will have access to up to 8 donations from Good Sports' inventory of brand-new donated equipment over a two-year period, they may also be eligible for a one-time partnership-funded donation to meet their top equipment needs, and they may receive an invitation to join Good Sports portfolio model ("the Portfolio") in the future.

Organizations and schools accepted into the Portfolio will be supported by Good Sports to meet their top equipment needs that directly impact physical activity programming over a five-year partnership. This partnership is designed to help programs build a sustainability plan that continues beyond Good Sports' five-year commitment. This deeper connection to organizations, and commitment to getting them the most-needed equipment, will result in more predictable and impactful donations and allow Good Sports to measure and share that impact more effectively.

Who We Serve

Good Sports serves community organizations and schools offering sports and fitness programs to youth in high-need communities for children ages 3-18. Additionally, Good Sports is focused on enabling equitable access to sport through (1) Serving girls and boys equally; (2) Serving Black, Indigenous, and Latino, children in communities that have been historically marginalized; and (3) Serving rural populations.

Since 2003, Good Sports has...

- Impacted **10+ million** young people through grants of equipment, footwear, and apparel across all fifty states
- Distributed **\$110+ million** worth of equipment to children in need

Good Sports Governance

Good Sports utilizes the experience provided by the members of several volunteer boards: The Board of Directors, the Chicago Advisory Board, the New York Advisory Board, and the Program Advisory Board. To help ensure young people have access to sports and fitness programs, Members of these Boards play a key role in marketing, outreach, strategic planning, and fundraising.

The Board of Directors is made up of industry leaders who share Good Sports' concern about declining physical activity among children. This influential group of supporters serves to advise and support the strategic direction of Good Sports to increase the participation of children in need in sports and fitness activities. Members of the Board of Directors have legal and fiscal responsibility for Good Sports and play a key role in the overall organizational governance.

The Chicago and New York Advisory Boards are comprised of top executives from across Chicago and New York's corporate and nonprofit landscape who share the belief that all youth should have access to sports and fitness activities regardless of economic limitations. These influential groups of supporters serve to advise and support the strategic direction of Good Sports in the Chicago and New York markets to drive community donations, increase brand awareness, and raise funds.

The Program Advisory Board is comprised of leaders in the community with strong ties to youth sports. This influential group serves to amplify the voice of the communities served by providing their feedback on Good Sports' impact strategy and equipment donation processes. Board composition is representative of the communities served and at least 75% BIPOC.

Board Committees

The Good Sports Board of Directors is supported by several standing committees. Each committee is chaired by a current Board Member. Additional committees may be requested by the Chief Executive Officer and/or members of the Board as new issues and needs arise. Each committee sets its own schedule for meetings. Committee Chairs are responsible for regular communication with the Executive Team and Board during the year. The standing committees are:

Ad-hoc Committees

At any time, Good Sports may create ad-hoc committees. Ad-hoc committees remain active for defined time periods based on the issues or projects they address. These committees may include a mix of Board and non-Board Members.

Audit Committee

The Audit Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the integrity of the Company's financial statements, reporting and internal controls, compliance with applicable laws and regulations, and the internal and external auditing functions of the Company.

Development Committee

The Development Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the Company's corporate development and fundraising efforts. This committee has a particular focus on ensuring our income and unrestricted revenue generation keep up with the overall growth and needs of the organization.

Executive Committee

The Executive Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the Company's corporate governance, advise the Management Team, and lead the development and implementation of strategic initiatives.

Finance Committee

The Finance Committee shall represent and assist the Board of Directors of Good Sports, Inc. with the oversight of the preparation and establishment of the annual budget of the Company and to assist management with establishing the strategic objectives of the Company.

Program Committee

The Program Committee shall represent and assist the Board of Directors of Good Sports, Inc. with oversight of the Company's programmatic execution of its mission. The Committee shall support the Executive Team in setting the strategy for programming and assessing impact to ensure the annual programmatic goals are being met.

The Charters for these committees are included in the Appendix along with a list of current members.

Financial Information

Good Sports is a Massachusetts 501(c)(3) corporation. Our fiscal year is from January 1 to December 31. Income is derived from a variety of sources including:

- Grant Proposals to Corporations and Foundations
- Annual Appeal and Individual Giving
- Special Events including Boston and Chicago Legends of the Ball, and events hosted by our Advisory Boards and Emerging Leaders Councils
- Special Fundraising Campaigns including Equip-A-Kid, Goal Makers, and Endurance Events
- Shipping & Handling Fees for accepted organizations and schools that are equal to 5% of the value of equipment donated

- Annual Administrative Fees for the Portfolio only and that are fees scalable by the number of kids served. These fees will range from \$150 – \$3,000.
- For a recent picture of Good Sports' financial position, a link to our most recent financial audit is included in the Appendix.

Service Providers:

- Good Sports tax forms and audits have been prepared by Baker Tilly U.S., LLP.
- Good Sports employee benefits are administered by Point32Health for health insurance, Blue Cross and Blue Shield of Massachusetts for dental insurance, EyeMed for vision, Paylocity for payroll services, Principal Financial for 401(k) plan administration, Ameriflex for flexible spending account administration, and Reliance Standard for short-term & long-term disability, and group life insurance.

Appendix:

We have included a variety of additional materials for your review and information in the appendix to ensure you have everything you need to be an informed and effective Board Member at Good Sports. Below is a list of what you will find in the appendix along with a brief description of its relevance.

- Contact lists for the staff and Board so you have the ability to reach out to any of your teammates at any time.
- Charters for each of our committees to help define the purpose and role each serves in governing Good Sports.
- Organizational by-laws to ensure we abide by our governing rules when making decisions as a Board.
- An inclusive language chart that provides language we use and don't use when describing and working with the community we serve. We must all be educated about this use of language and sensitive to how best to communicate about and with our community.
- A DEI training document, overview, and video of the program delivered to the Board previously by CultureAlly. We ask that every Board Member review this content annually to ensure you are educated and prepared to serve the community.
- Our 2025 Board Meeting schedule. The expectation is that Board Members attend all meetings, if possible, but no less than $\frac{3}{4}$ of the Board Meetings. Your participation is instrumental in helping the organization succeed.
- Advisory Board lists and biographies so you have an understanding of teammates supporting the organization beyond the Board room.
- Policies that are important for you to understand, including:
 - Code of conduct and conflict of interest policy which every Board Member is required to sign and disclose at the beginning of each 6-year term limit or if there is a mid-term shift in personal or professional obligations that may pose a real or perceived conflict of interest.
 - Whistleblower policy which provides information for the Board and staff about how to report an issue directly to the Chair of the Audit Committee.
 - Donor privacy policy outlining how we handle donor information.
 - Delegation of authority which authorizes the leadership team to make decisions on behalf of the Organization.
 - Signature authority policy outlining who can sign what documents and commitments within the Organization.
 - Document retention policy providing information on how long we retain various types of documents.
 - Inventory reserve policy which accounts for how we discount inventory that is deemed obsolete or difficult to distribute.
 - Operating reserve policy which has guidelines for how we are authorized to use and seek approval for using our reserve funds.
- Audited financial statements for the most recently completed financial audit. This may not be the most recent fiscal year when the audit is underway.

- Attorney General's Guide for Board Members of Charitable Organizations outlines the expectations of the state of Massachusetts for Board Members of charities. We advise that you read this to ensure you understand what your legal obligations are as a Board Member.
- Director and Officers Insurance policy outlines the insurance coverage we carry to protect Board Members should it be necessary.

Appendix

- Good Sports Staff Contact List
 - [Staff Contact List .docx](#)
- Board of Directors Contact Information, Board Term and Committee Membership
 - [Board of Directors Members - for external use.xlsx](#)
- Board of Directors Biographies
 - [Board of Directors Biographies as of 5.2025.pdf](#)
- Board Committee Charters
 - [Committee Charters 2024 .pdf](#)
- Good Sports By-Laws
 - [Good Sports Amended By-Laws 11.2021 Change of Quorum.pdf](#)
- Inclusive Language Chart
 - [Good Sports Language Chart - Working Copy.docx](#)
- 2023/2024 Board DEI Training Deck: Strategic Diversity and Inclusive Governance
 - [Strategic Diversity and Inclusive Governance Nov 2023 Board Presentation.pdf](#)
- 2023/2024 Board DEI Training Key Takeaways: Strategic Diversity and Inclusive Governance
 - [Strategic Diversity and Inclusive Governance Key Takeaways One Pager.pdf](#)
- Board of Directors Current Fiscal Year Meeting Schedule
 - January 28, 2025 @6pm (THL Partners, 100 Federal Street, Boston)
 - May 20, 2025 @6pm (CBRE, 33 Arch Street, Boston)
 - September 30, 2025 @6pm (KPMG, Two Financial Ctr., 60 South Street, Boston)
 - December 2, 2025 @4pm (Good Sports HQ, 1515 Washington Street, Braintree)
- Advisory Board Membership Lists
 - <https://www.goodsports.org/about/team/>
- Code of Conduct and Conflicts of Interest Policy
 - [Code of Conduct and Conflicts of Interest Policy 2024.doc](#)
- Whistleblower Policy
 - [Whistleblower Policy 10.2015.pdf](#)
- Donor Privacy Policy
 - [Donor Privacy Policy - 2020.pdf](#)
- Delegation of Authority
 - [RESOLUTION Approval of Delegation of Authority .pdf](#)
- Signature Authority Policy
 - [Signing Authority 2025 Final.docx](#)
- Document Retention Policy
 - [Document Retention 2024.docx](#)
- Inventory Reserve Policy
 - [Inventory Reserve 2024.pdf](#)
- Operating Reserve Policy
 - [Operating Reserve 2024.docx](#)
- Most Recent Audited Financials (Form 990, Audited Financial Statements)
 - <https://www.goodsports.org/about/policies-and-procedures/>
- Attorney General's Guide for Board Members of Charitable Organizations
 - [guide-for-board-members.pdf](#)
- Management Liability Insurance Policy
 - [D&O 25-26.pdf](#)