TOC Organizational Structure

This document describes the roles that TOC Central Office Staff, TOC Board of Directors, and TOC Branches play in the overall structure of the the organization.

A. TOC Central Office Staff
B. TOC Board of Directors
C. TOC Branches

TOC Central Office Staff and TOC Board of Directors (BOD) provide the overall organizational support for our TOC Branches, and act as advocates for our members and for the general public. TOC relies on its branches to be a voice in their own communities and relies heavily on its branches and their members to provide the volunteer work force to perform the various projects and advocacy work that foster our mission of keeping Hawaii clean, green and beautiful.

The success of TOC statewide, including the branches' work at the local level, is made possible through the following organizational structure.

A. TOC Central Office Staff

TOC Staff consists of an Executive Director, Programs Director, and Operations Director.

A contracted bookkeeping firm manages monthly and year-to-date financial recordation, and a contracted CPA firm prepares our yearly taxes. An Investment Advisor manages our investment portfolio. On occasion, an intern is contracted for for specific activities.

a) Organizational and Administrative Services:

- TOC Staff maintains the 501 (c)(3) status of the organization as a whole including all of its branches. This is necessary for bookkeeping, accounting, tax, and audit purposes, as well as for branch policy and procedures compliance.
- TOC Staff maintains a database of all members, donors and supporters.
  - TOC Staff sends yearly IRS acknowledgements to all donors, including branch donors, as required by Federal and State laws for nonprofits.
  - TOC Staff/TOC BOD sends out Branch Membership Rosters quarterly.
  - TOC Staff sends out semi-annual membership renewal notices and a yearly donor appeal.
- TOC Staff oversees all financial transactions related to the organization, including those of the branches, and maintains financial records for the organization statewide.
- TOC Staff assists with yearly tax preparation for the organization as a whole.
- TOC Staff provides administrative help in grant proposal development for the organization and the branches and provides review service and oversight regarding contracts branches may enter into.
- TOC Staff maintains liability insurance for our staff, board, branch boards, and our members while taking part in branch special events and projects.
- TOC Staff actively advances efforts to increase our financial assets through donation and planned giving outreach appeals, and grant proposals.
- TOC Staff generates our Year-End Financial Statements which reflect the entire organizations operating expenses and income and give a perspective on what it takes to maintain the organization and its branches.

b) Advocacy and Outreach Services:

- TOC Executive Director acts as a public voice for TOC, meeting regularly with community leaders, elected officials, and State and County administrators regarding issues of importance to TOC, as well as making public statements and submitting testimony regarding issues when necessary.
- TOC Programs Director solicits grants for a variety of activities and actively spearheads and participates in statewide projects and programs promoting TOC's mission.
- TOC Operations Director regularly fields inquiries from the public and others and works closely with branch leaders regarding branch operations.
- TOC Staff maintains the TOC Website, manages TOC social media presence, publishes TOC Greenleaf Newsletter, and creates/publishes informational materials for distribution to TOC's boards, members, and for public access on our TOC website.

c) General Branch Support Services:

- TOC Staff keeps in regular contact with branch board leaders.
- TOC Staff attends branch events and gatherings when feasible, dependent upon their schedules.
- TOC Staff supports branch activity and offers advice and support as needed.

B. TOC Board of Directors

TOC Board of Directors (BOD) consists of directors (Officers, Advisors, and Directors-at-Large) elected at an annual General Membership Meeting (GMM) held in August and who meet every other month during the following year.

a) General Responsibility:

- TOC BOD works with TOC Staff and TOC Branches to facilitate and foster the organization's focus and commitment to furthering its mission, including active participation in advocacy and outreach efforts, and is duly bound to provide oversight of the overall operation and direction of the organization.

b) Governance Policies and Operations:

- TOC BOD is authorized to establish and implement TOC governing policy and operational framework, including establishing policies and procedures to facilitate and support the branches.
- TOC BOD oversees the development and revision of **TOC Bylaws**, which must be approved at a GMM of all members statewide.
- TOC BOD develops and maintains **Public Policy Positions** defining TOC's position on issues affecting the organization, its members and the general public.
- TOC BOD develops and maintains an internal **TOC Policy Manual** defining policies and procedures for the organization's operation.
- TOC BOD oversees development of the **TOC 5-Year Strategic Plan.**

c) Financial Responsibilities and Duties:

- TOC BOD develops the organization's annual budget.
- TOC BOD assists with tax preparation for the organization as a whole.
- TOC BOD acts as financial stewards of its resources, providing sound fiduciary oversight of our investment portfolio, including developing TOC investment policy guidelines and gift acceptance policies, and developing strategies for short- and long-term financial growth through fundraising and outreach.
- TOC BOD sets TOC membership dues structure in compliance with our status as a member-based organization.

d) General Branch Support:

- TOC BOD welcomes input from the branches as to how it can best serve them and the communities they represent and strives to keep them apprised of TOC activities.
- TOC BOD members support the branches and attend branch functions as often as needed or feasible, dependent upon their schedules.

C. TOC Branches

TOC Branches include branches on Kauai, Oahu, and Hawaii Island. Details on TOC Branch operations can be found in TOC Policy Manual Section VI and TOC Bylaws Article XIII.

a) Branch Governance:

- TOC Branches are established and chartered by TOC BOD.
- TOC Branches are each governed by their own Board of Directors.
- TOC Branches are authorized to raise and expend funds to fulfill the TOC mission.
- TOC Branches may adopt their own Branch Bylaws and determine their own policies, as long as they are consistent with TOC Bylaws and policies.
- TOC Branches may develop their own Position Statements on issues, as long as they are consistent with TOC Public Policies.
- TOC Branches are required to hold at least one board meeting annually and one membership meeting annually to elect board members.

b) Branch Record Keeping:

- TOC's organizational structure requires a commitment from the branches to keep accurate records of, and provide TOC Staff (Operations Director) with the following information:
  - **Board meeting minutes** as they occur.
  - **Branch Bylaw and policies revisions**, for review and approval by TOC BOD.
  - **Position statements** on issues taken by branch boards, upon adoption by Branch.
  - **Press Releases** issued by a branch must be copied to TOC upon release.
  - Appropriate and timely **information regarding branch financial transactions**, including invoicing, check requests, and other documentation or information to facilitate proper entry into TOC's accounting system.
  - Any branch **contract work** information. All contracts must be signed by TOC Executive Director.

- Each TOC Branch should maintain copies of the following TOC documents:
  - **TOC Bylaws** (TOC Governing Documents) (2013)
    Available for public view on TOC Website: search for TOC Bylaws.
  - **TOC Public Policies** (TOC Public Policy Statements) (2019)
    Available for public view on TOC Website: https://www.outdoorcircle.org/toc-policy-positions.html
  - **TOC 5-Year Strategic Plan** (TOC Direction and Goals) (2025)
    Available for public view on TOC Website: https://www.outdoorcircle.org/about-us.html
  - **TOC Policy Manual** (TOC Internal Policies and Procedures) (2021)
    Available for internal view on our TOC Board Member login webpage.
  - **TOC Organizational Structure** (this document) (2025)
    Available for internal view on our TOC Board Member login webpage.

  If you need copies of the above, contact TOC Operations Director