



Urban Land Institute **Atlanta**

Serving Georgia, Alabama, and Eastern Tennessee

Historic Fourth Ward Park Conservancy

Park Conservancy Best Practices

Submitted By:

ULI Center for Leadership
mini Technical Assistance Panel (mTAP)

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Historic Fourth Ward Park Conservancy

ULI Center for Leadership – mTAP

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EXECUTIVE SUMMARY

Mini Technical Assistance Panels (mTAPs)

ULI Atlanta Center for Leadership is an 8-month leadership and problem-solving academy designed to raise awareness and strengthen collaboration among real estate industry leaders from all sectors, in order to better prepare them to tackle the region's complex land use issues. The 32 selected participants are experienced professionals from the region's leading public agencies, institutions, nonprofits and private-sector real estate/land use firms. Through a mixture of lectures, tours and activities, participants engage and collaborate with other real estate professionals on the most complex land use challenges that confront the region.

The culminating exercise for the Center for Leadership is a series of mini-Technical Assistance Panels (mTAPs), where teams of ULI Center for Leadership participants worked over a two-month period to address a particular local land use challenge. The mTAPs are modeled off of the more-extensive Technical Assistance Panel program that ULI Atlanta offers on an ongoing basis (see <http://atlanta.uli.org/uli-in-action/taps/>). ULI Atlanta identified 6 mTAP projects that require the problem-solving skills developed by the ULI Atlanta Center for Leadership participants throughout their professional careers. The mTAPs are provided free of charge to local sponsors.

Historic Fourth Ward Park Conservancy mTAP

The Historic Fourth Ward Park (the “Park”) is owned by the City of Atlanta. All design and construction related activities at the Park are overseen by Atlanta Beltline Inc. and the City of Atlanta. The City of Atlanta is responsible for the basic maintenance and security of this Park. The Historic Fourth Ward Park Conservancy (the “Conservancy”) was established by community leaders to serve as an advocate for the Park and surrounding community and to augment or expand Park services (see www.H4PWPC.org). The Conservancy faces the typical challenges of new nonprofit organizations and new parks, including: establishing and implementing strategic planning goals; establishing fundraising procedures; improving board governance; increasing public awareness of the Park.

Members of ULI Atlanta's Center for Leadership that volunteered to study the Conservancy (the “H4WPC mTAP Team”) have conducted and participated in meetings with key stakeholders and members of the Conservancy; specifically, we met with Liz Coyle (Chair of the Board of Directors and Executive Director), Jay Clark (Board Member), John Perlman (Board Member) and Betty Hanacek (Park Pride), and attended a board meeting on January 16, 2013. In an effort

to develop a set of “best practices” for the Conservancy, the H4WPC mTAP Team contacted the leaders of over a dozen nonprofit park advocacy groups and conducted interviews with 8 Atlanta-area and national conservancy groups (the “Peer Park Groups”) in addition to studying various other parks throughout the country. The Peer Park Groups were: (i) Chastain Park Conservancy in Atlanta, GA; (ii) Piedmont Park Conservancy in Atlanta, GA; (iii) Historic Oakland Cemetery in Atlanta, GA; (iv) Woodruff Park in Atlanta, GA; (v) Centennial Olympic Park in Atlanta, GA; (vi) Friends of Little Nancy Creek Park in Atlanta, GA; (vii) Nashville Trails and Greenways in Nashville, TN; and (viii) Pittsburgh Park Conservancy in Pittsburgh, PA. The full interview summaries for the Peer Park Groups are attached to this report as Addendums 1 through 8.

This document outlines the H4WPC mTAP team’s findings and recommendations on how the Conservancy can achieve its objectives to (i) identify and develop a sustainable funding source which will be used to support recurring maintenance expenses and capital expenditures within the Park; (ii) increase individual membership and build community awareness for the Conservancy in an effort to develop more robust programming and usage within the Park. These findings will be coupled with other best practices established by the Peer Park Groups.

H4WPC mTAP Team Members

- Laura Craft, LaSalle Investment Management
- Neil Herceg, most recently of The University Financing Foundation
- Becky Johnson, WorkingBuildings, LLC
- Jamie Shanks, Carter-Haston Real Estate Services, Inc.
- Daniel Weede, Carlton Fields, PA

INTRODUCTION

A review of professional and academic articles published on the subject of how to improve our public parks shows near uniform support for greater community and nonprofit participation in our public parks in order to increase fundraising, maintenance and community use of these facilities. However, the specific structure and approach to increasing private participation in our parks is as varied as our parks themselves. We did, however, find certain general “best practices” used by many of the Peer Group Parks that we submit to the Conservancy for its consideration. Our interviews with the Peer Park Groups are attached in their entirety as an addendum to this report.

Findings and Recommendations

General Recommendations

Define your role as a private park group. As simple as it sounds, there is a wide range of roles that effective park groups consider. A conservancy’s role is the primary determinant of the amount of resources that a park group will need to raise in support of a park. While there is some overlap, the three generally accepted primary roles have been described as:

1. *Assistance Providers* – These groups help parks departments with education, programming and volunteer recruitment. They also advocate for increased funding for park improvements. These organizations primarily operate on a volunteer basis with few, if any, paid staff and do not have any responsibility for the park itself.
2. *Catalysts* – These groups work with public agencies to initiate projects and provide financial support for new parks or expansions to existing parks.
3. *Co-Managers*. These groups work in collaboration with the parks department by way of either (i) a position jointly shared by the nonprofit and parks department that oversees park planning, design and capital construction projects, management and maintenance for the park or (ii) a staff that works with the parks department and/or combines funds for joint activities of master planning, capital projects and construction.

Define what your park lacks. Focus on the Type of Support that the Park Needs. The role that the nonprofit assumes (or aspires to assume as discussed above), coupled with the support that your park needs, largely dictates the type and level of support of the nonprofit. There are 9 general types of support that parks need:

1. Fundraising;
2. Organizing and recruiting volunteers;
3. Design, planning and construction of capital improvements;
4. Marketing and public outreach;
5. Programming;
6. Advocacy;

7. Remedial maintenance;
8. Routine maintenance; and
9. Security.

We note that many parks throughout the country opt to stay out of providing support for routine maintenance, capital improvements and security, since those types of support are more expensive and taking on that responsibility can actually compromise park's ability to advocate for those services from government entities.

Specific Findings

We have organized our specific findings and recommendations into the following parts:

Part I – Leadership/Board Organization

Part II – Fundraising

Part III – Government/Community Improvement District (CID)

Part IV – Operations/Maintenance/Safety/Capital Improvement Projects

Part V – Membership/Public Relations/Programming and Events

Exhibit A – Best Practice Materials for Nonprofit Boards

Exhibit B – MOU Examples

Exhibit C – 2011 Historic Fourth Ward Park Conservancy Strategic Plan

Addendum 1 – Interview Summary for Chastain Park Conservancy in Atlanta, GA

Addendum 2 – Interview Summary for Piedmont Park Conservancy in Atlanta, GA

Addendum 3 – Interview Summary for Historic Oakland Cemetery in Atlanta, GA

Addendum 4 – Interview Summary for Woodruff Park in Atlanta, GA

Addendum 5 – Interview Summary for Centennial Olympic Park in Atlanta, GA

Addendum 6 – Interview Summary for Friends of Little Nancy Creek Park in Atlanta, GA

Addendum 7 – Interview Summary for Nashville Trails and Greenways in Nashville, TN

PART I - LEADERSHIP / BOARD ORGANIZATION

As with most organizations, the success of park conservancies is ultimately dependent on the strength and vision of its leadership. Most notably, assembling the proper board of directors is an extremely important part of establishing and achieving a conservancy's mission. These concepts will permeate every action of the park. In fact, Tupper Thomas, the President of the Prospect Park Alliance said, "The selection of the board is the single most important step in building the long-term health of a nonprofit parks organization." Main responsibilities of a park board include writing policies, fundraising, and keeping the group focused on its mission. Secondary tasks might include advocacy, oversight of capital projects, publicity, organizing events, design review, budget approval, and hiring executive level staff. A great overview of successful board governance can be seen in Exhibit "A", prepared by the Executive Service Corps of Washington.

The size and responsibilities of the boards we interviewed vary greatly. Woodruff Park does not have a board that directly oversees the operations in the park. Instead, they report to the board of the Atlanta Downtown Improvement District. On the other end of the spectrum, the board of the Historic Oakland Foundation has 40 members on its board of trustees with another 40 serving an honorary position on the board of advisors. The size and role will vary greatly based on the age of the board. In their infancy, most park boards will be incredibly active, often serving the traditional role of staff. It isn't until a conservancy matures and becomes more established that a board serves in more of an advisory role.

A common theme in the successful boards that we interviewed was a great deal of board member participation either monetarily or through services/work. At the Historic Oakland Foundation, explicit goals are set for the amount of fundraising by each board member, similar to the goals initiated by the Conservancy. Other conservancies do not have specific fundraising targets, but it is understood that it is the responsibility of board members both to raise money and act as advocates for the park. If members are not able to simply make a personal donation, they can raise funds by soliciting others in the community to contribute. This combination is important so that individuals from various backgrounds can find a role on the board, and it is not limited simply to those with "deep pockets."

The ability to attract this combination of individuals is essential in creating a well-rounded board. Each board member is able to use their unique skills and contacts to add a different dynamic to the board. Chastain Park is strategic about selecting board members to fit the basic needs of the park from fundraising to grant writing. Some members may be well connected to the business community, which will prove essential in raising awareness and money. Other members may have political connections to further develop a positive relationship between the park and local government. Others might have functional expertise in grant writing, legal, marketing/social media, real estate or finance. Regardless, getting the right combination of skills is essential when assembling a board, and must not be an afterthought or based on luck.

The Conservancy has demonstrated this concept early on by including members with architecture/design, real estate development, planning, community organization and landscaping

backgrounds, as well as influential members of surrounding businesses. As discussed with the Nashville Greenways, “our board members range from grass roots types concerned with trails to those with very deep social pockets all of whom feel that their time is valuable and that the time they are giving to the board is being used effectively to drive change in the community. Although not required, all board members give generously in one form or another.” Devoting a significant amount of time to finding the “right mix” of board members and establishing the role of each has proved incredibly valuable to the conservancies we contacted.

Staffing

Although finding the funds for a full-time staff person can be difficult and add to the Conservancy’s budgeting burden, most of the conservancies we interviewed reiterated the importance of having someone in such a role, even for very young conservancies (note that these parks are each considered catalysts or co-managers, not assistance providers). They stressed that there is simply too much that needs to be accomplished to ensure a conservancy’s success for part-time employees and reiterated the need to have at least one full-time employee. For instance, most of the parks have conversations about their conservancy with local government on a daily basis. Additionally, there is a great deal of work necessary to run social media and raise awareness for the park. Staff can further be used to develop programming and oversee other day to day activities.

Although many of these tasks can be done by the board, a full-time staff member can go into more detail and free up board members to focus on higher level issues such as strategy and fundraising. Moreover, a full-time staff member can help to prepare materials in advance of board meetings, making sure that the limited time the board is together is spent as efficiently and productively as possible.

The cost of bringing on a full-time staff member is an obvious impediment to many of the Peer Park Groups. However, the person that fills this role can actually produce income for the group. For instance, there are numerous opportunities for grants available to parks. Several of the conservancies suggested hiring someone who is adept at identifying these sources of funding and skilled at writing the corresponding grant proposals. In essence, several conservancies suggested that they would hire someone with the understanding that he/she would bring in enough money not only to cover the salary, but also to make a contribution to the park. The number of job applications received from groups that had recently filled similar positions was nothing short of overwhelming, underscoring the potential to find able talent. For instance, there were over 100 applications for a position that Historic Oakland Cemetery just filled. Chastain Park also suggested using the grant process to help fund a full-time or part-time salaried position; they have had success through the Community Foundation and other grant programs.

PART II - FUNDRAISING

Most park conservancies we spoke with continue to report a challenging fundraising environment due to a still sluggish economy. However, the Peer Park Groups were generally still able to address their funding goals by:

1. Defining clear fundraising targets and considering sources of revenue;
2. Specifying key action items to obtain their goals; and
3. Assigning clear responsibilities for each action item through a specific board member along with a specific time to complete the action item.

Define Fundraising Goals and Consider Sources of Available Revenue

Fundraising Goals

Most nonprofits find it helpful to generally define their fundraising goals prior to establishing specific goals and action items. Broad goals varied greatly among Peer Park Groups, but examples of broad goals are:

1. To supplement annual operating budgets;
2. To implement capital projects;
3. To establish an endowment to ensure ongoing park maintenance, restoration, and management.

Depending on the broad fundraising goals, the park group needs to plan its fundraising activities accordingly.

Fundraising for ***operating funds*** often involves (i) membership drives and (ii) frequent / low cost fundraising events which also aids in increasing community awareness at the park. However, because operations do not result in visible, permanent projects at the park, and because many philanthropists will not donate funds for operations, funds for operation can be the most difficult to raise despite being the most valuable to the park.

Funding for ***capital campaigns*** tends to rely more on personal solicitations to high net-worth individuals and corporate donors than on membership or events. Erecting a permanent structure provides the opportunity for these donors to be publicly recognized with naming rights.

Fundraising to establish an ***endowment*** tends to focus on larger donations from private individuals and corporations as well as matching grants from foundations.

Sources of Revenue

Finding funds to cover the annual operating budgets is frequently cited by park groups as one of their biggest challenges. There are generally 7 sources of revenue available to parks highlighted here and discussed in greater detail below:

1. In-kind contributions;
2. Endowment investment income;
3. Foundation grants;
4. Private donations (individual and corporate);
5. Government subsidies;
6. Property taxing mechanisms; and
7. Concessions or other earned income.

The first and most common source is ***in-kind contributions*** (volunteer time, public service announcements, donated materials).

Endowment investment income is very rare in small to mid-sized non-profit and is only obtained through enormous fundraising campaigns. An endowment campaign is unlikely to be successful until the non-profit is a large, well-established organization that is seen by funders as a credible long-term steward of capital. Moreover, smaller entities often have far more pressing needs for any cash they raise.

Foundation grants are most likely to come from local foundations (such as Park Pride) and are frequently the first funding sources for new organizations. Foundations frequently require that their funds be “matched” by money raised by the park group from other sources.

Individual private donations are often the accessible and common source of cash for new nonprofits and are often obtained via membership dues. Targeted solicitations come from people who care passionately about the park and have the ability to contribute at higher levels. Many park groups have been successful in raising private donations by allowing individuals to sponsor everything from waste receptacles to a child term in a summer camp.

Corporate private donations are frequently obtained from companies with developed corporate giving programs or business that operate near the park. Corporate contributions are typically relatively small unless the park is seen as having a significant impact on their corporate interests or corporate image.

Government subsidies are most likely to come in the form of a contract for services with the government (e.g., Memorandum of Understanding) that specifies which services the non-profit will perform.

Property taxing mechanisms include Community Improvement Districts (CID), which institute a real estate tax levy on commercial property within a defined area. Funds raised through this tax are only to be used within the defined area and for specifically defined purposes. CIDs can either be mandatory and billed as a part of the annual real estate tax, e.g., Woodruff Park

(Atlanta Downtown Improvement District), or can be established on a voluntary basis at a more grassroots level, e.g., Houston Green (Houston, TX) and Bryant Park (New York, NY).

Concessions and other earned income can include rentals paid by outside vendors of park facilities that the non-profit controls, recreational program fees, or event admissions if allowed by the local government.

Fundraising sources for Peer Park Groups were as unique and individualized as the parks themselves. For example, the Nashville Greenways Commission received 100% of its funding for operations through government grants, Woodruff Park gets approximately 80% of its operating funds from the Atlanta Downtown Improvement District (ADID) and Centennial Olympic Park, a state park, gets half of its operating funds through Georgia World Congress Center and the hotel/motel tax. On the other hand, many of the City parks such as Atlanta's Historic Oakland Cemetery, Piedmont Park, and Little Nancy Creek Park received little to no public grants for operations. Woodruff Park and Centennial Olympic Park seem to be unique in Atlanta, as the majority of operational funds for the typical parks in Atlanta come from private businesses and private foundation grants (such as Park Pride) and board contributions (i.e., Historic Oakland Cemetery receives \$1,000.00 per board member annually and Little Nancy Creek board members donated at least \$2,500.00 each to the park). In Atlanta, the Parks Department will perform routine park maintenance at City parks, but it is fair to say that the majority of operational funding for augmenting the City's maintenance program comes from private sources.

Specify Key Action Items to Obtain your Goals

This is a critical and often time-consuming step, but fortunately, the Conservancy has already identified many action items for its fundraising activities in its 2011 Strategic Plan, a copy of which is attached hereto for reference as Exhibit "C". Fundraising action items already considered by the Conservancy include:

1. Getting 100% financial participation by board members to raise or contribute \$1,000.00 annually to the Conservancy;
2. Plan, advertise and host an annual fundraising event;
3. Identify and pursue specific grants of at least 1 per year;
4. Secure corporate sponsorships and major donors by identifying probable corporate and private donors and developing specific plans and follow-up for contacting such donors; and
5. Increase the Conservancy's membership to 500 by 2014.

Assigning clear responsibilities for each action item through a specific board member along with a specific time to complete the action item

Assigning responsibility for each action item to a specific board member should increase likelihood that the item will be completed in a timely fashion.

PART III - GOVERNMENT / COMMUNITY IMPROVEMENT DISTRICT (CID)

Government

Nearly all of the Peer Park Groups with whom we spoke had a well-defined relationship with their respective city governments. Some relied heavily on government funding and support (Nashville Greenways) and others were more independent (Piedmont Park, Oakland Cemetery). However, in all cases, the rights, responsibilities and obligations of the park and the city government were clearly delineated and understood.

The best mechanism for outlining the relationship between the Conservancy and the City of Atlanta is to establish a Memorandum of Understanding (“MOU”), which details what tasks will be the responsibilities of the Conservancy versus those of the City of Atlanta, what rights the Conservancy has to use the facilities, and what potential sources of income will be attributed to the Conservancy versus the City of Atlanta. Specific considerations prior to the establishment of an MOU include:

1. Determine the core competencies of the Conservancy’s leadership and board and offer that those items be taken over from the city: perhaps, signage, marketing, events/programming.
2. Determine what items are best left to the City: safety, trash, water/sewer infrastructure.
3. Will there be any capital projects that will be the City’s responsibility?
4. Specifically detail the division of park-generated revenue by source (i.e. events, vending, fundraising).
5. Outline the Conservancy’s ability to close the Park to public use and charge admission for specified events.
6. Suggest that both parties revisit the MOU every 3-5 years to ensure that it continues to meet the needs of all stakeholders. This is especially important with a growing park and neighborhood.

Many of the Peer Park Groups stressed the importance of leveraging the funding and infrastructure that the city is willing to provide. Additionally, any decision to take over a service that the City is currently providing should be carefully thought out. While the Conservancy may ultimately be better at performing a certain service than the City of Atlanta (i.e., landscaping), if the City is willing to offer their services at no cost to the Conservancy, then the risks and benefits of taking on such a service should be weighed.

Please see Exhibit “B” for examples of an MOU from Pittsburgh Parks Conservancy (Pittsburgh, PA).

Most of the boards for the Peer Park Groups included a member of city council, which strengthened their relationship with their respective city governments. The city councilmember serves as the liaison to the city government for Conservancy needs and funding.

Community Improvement District

Join an Existing Community Improvement District

In Atlanta, CIDs are privately run, non-profit organizations of businesses located within a certain geographic boundary that have agreed to tax themselves proportionately based on their assessed property value. The funds from this tax are administrated by the CID and used only for projects within the geographic area. When possible, a park's inclusion in a CID can provide a significant source of annual funding for park maintenance and operations.

As the Park is not currently in an area designated as a CID, the options are to i) join an existing CID, or ii) create a new CID around the Park.

There are two existing CIDs which would be the most logical choices should the Conservancy endeavor to have the Park be included in an existing CID. The Midtown Improvement District's southeastern boundary currently ends at Juniper Street and Ponce de Leon Avenue. The Atlanta Downtown Improvement District's northeastern boundary is North Avenue and Interstate 75 / 85.

The challenge in joining either of these existing CIDs is twofold. First, both CIDs are generally contiguous currently. Assuming that both CIDs wanted to remain contiguous, in order for the Park to be included, either CID would have to annex more than one linear mile of largely residential area in order to reach the Park. As the CIDs are funded by taxes on commercial property, not residential, they may be hesitant to annex such a large non-income producing area. The second challenge would be to create a value proposition to either existing CID that would appeal to their current members. This would require that the Conservancy make a compelling argument that the Park is accretive to property values and quality of life for the businesses and employees in Downtown and Midtown. While this is true to an extent, it could be a challenging argument.

Nevertheless, we recommend that the Conservancy contact both the Midtown Community Improvement District (contact, Kevin Green) and Atlanta Downtown Improvement District (contact, AJ Robinson) to determine their willingness to entertain annexation. Additionally, Woodruff Park is funded primarily from the Atlanta Downtown Improvement District and may be a good resource.

Create a New Community Improvement District

The second option is to create a new CID surrounding the Park. This creation of the CID would be done formally (relying in Article 9, Section VII of the Georgia Constitution), in which case any surrounding business located in the defined CID area would be mandated to their share of the CID tax.

There are also examples of informal CIDs which have been created throughout the country, including Discovery Green in Houston, TX and Bryant Park in New York, NY. In an informal CID, local business owners set up a governing body and enter into an agreement to tax themselves based on a predefined metric (square footage, sales, tax assessed value). We

understand that the Conservancy is already taking a similar approach to fundraising. The informal CID option would simply codify the existing process.

It may be easier to garner support for the creation of either a formal or informal CID today than at some point in the future, simply because there are fewer business owners to deal with today than there are likely to be five or ten years from now. One in place, all future business owners would be required to abide by the terms of the CID. There are a few key considerations when examining the possibility of creating a new CID:

1. It will be critical to get feedback and buy-in from Jamestown, as they have the most to gain and / or lose from a change in the way that their property is taxed or assessed.
2. Careful consideration should be given to the value proposition to potential surrounding uses. This value proposition, in addition to the revenue potential, should guide the proposed boundaries of a newly formed CID.
3. A larger CID may be able to generate more revenue, but it will be a tougher sell to the business owners at the fringes. A smaller CID may not generate sufficient revenue or have the necessary economies of scale to justify its creation.
4. The Park should stay engaged with the Beltline to determine the possibility of a Beltline CID.
5. Contact: Emory Morsberger (emory@morsbergerrevitalization.com) with Morsberger Revitalization. Mr. Morsberger is currently working on creating the University Triangle CID in the northeast corridor and was a helpful resource in our research.

PART IV - OPERATIONS / MAINTENANCE / SAFETY / CAPITAL IMPROVEMENT PROJECTS

Annual budget to support Park's mission

Interviews with the Peer Park Groups showed a wide range of annual budgets for operations and capital projects, which was expected based on the variety of park ages, sizes and amenities offered. In Atlanta, primary funding for park projects is typically received through grants and fundraising, while other cities receive funds through the local government. Key components to a successful park, as expressed by other park leaders in the area, are safety and cleanliness. Understanding these factors, the Conservancy is “dedicated to enhancing the maintenance and security of the park while advocating for the full realization of the park plan.”

A main advantage of the Park is that it is a new park; its official dedication having occurred in 2011. Park features, amenities and equipment are also new, requiring preventative maintenance, but not major repair. At this time, the Conservancy is able to focus its budget and volunteer hours on maintaining the Park to preserve its beauty while increasing membership and use, which is discussed in greater detail in the programming section below.

Although the Park is owned by the City of Atlanta, services are required beyond those provided by Department of Parks, Recreation and Cultural Affairs (“DPRCA”) in order to adequately maintain the existing park features and allow for growth through park improvements. Currently, the City only provides services such as routine garbage pickup, lawn mowing and basic maintenance of equipment.

At this time, a Memorandum of Understanding (“MOU”) between the Conservancy and the City has not been completed. In order to ensure that these basic services continue to be provided by the City, and for the Conservancy to fully understand its own rights within the Park, it is recommended that you consider negotiating an MOU with the City as soon as the Park transitions over from the Atlanta Beltline to the City/DPRCA. The Peer Parks Groups indicated that waiting to, implement an MOU may put the Park at risk for losing potential city services by inadvertently “setting precedent” that the Conservancy is able to budget for and provide those services on their own.

The design of the Park does provide some budgetary advantages unique from other parks. Sustainable features from the lake’s landscaping design to the solar shade structures, not only lessen the impact on natural resources, but also help reduce the cost of ongoing operations and maintenance. Native plants and organic land-care with dynamic soil biology help reduce the need for irrigation, while the solar panels reduce energy cost by providing electricity for already energy-efficient site lighting. However, there are some initiatives and maintenance activities that are expected from a sustainably designed park that fall outside of the basic services provided by the City. For example, recycling services and collection bins are not costs covered by the City; as such, the Conservancy implemented a recycling program and pays for recycling services.

The project team reviewed the Conservancy's operating budget and expenses for 2012. The budget was approximately \$33,000 with actual operating expenses totaling approximately \$22,000. Just over 50% of expenses were allocated to administration services provided by Park Pride employee, Betty Hanacek, dedicated to the Conservancy for 50 hours per month. Note, this is the only employee for the Conservancy and all other staff/board members are volunteer-based. Also included in the operating budget are expenses related to the following: events and meetings; communications and promotions; legal, accounting and insurance; and outreach/service. The following is a breakdown of expenses for 2012.

Operating Expenses for 2012:

- Administration (Park Pride and other misc.) = 58.4%
- Events and Meetings = 12.4%
- Communications/Promotions/Printing = 7.3%
- Legal/Accounting/Insurance = 7.6%
- Outreach/Service = 5.4%
- Strategic Plan = 8.9%

Within the "outreach/service" category are park security and maintenance, making up approximately 5% of the operating expenses. Safety is a primary concern for parks in Atlanta, and the Conservancy recognizes the need to maintain a safe environment in order for community members and visitors to enjoy the space. Specifically, \$2,000 was budgeted in 2012 for security needs. In addition to the regular neighborhood patrols, there are several "surprise" visits made by the Old Fourth Ward Patrol to the Park each week. Currently, this is paying off, as the park (including the skate park) has been virtually crime-free. This will need to be monitored over time to ensure this level of safety is maintained, and to adjust the budget if needed.

In order to continually improve upon the park and its use, the Conservancy also plans to implement new initiatives and add amenities or structures to the park.

Planned Capital Expense for 2013:

- Shade structures (\$16,000 Park Pride Grant, which must be matched on a 1:1 basis)

The Conservancy has received a grant to assist with the construction of additional shade structures in the playground area. This is the primary capital expense planned for 2013.

PART V – MEMBERSHIP / PUBLIC RELATIONS / PROGRAMMING AND EVENTS

The Park's Theme and Identity

A park is defined by its physical amenities, the visitors who frequent it, and perception these create. Before addressing the Conservancy's outreach to the community, the Conservancy must understand how the Park currently perceived in the community and what the Conservancy and Park aspire to be. For example, Piedmont Park has a significant amount of open space, priding itself on clean and safe fun for the whole family. With its variety of active amenities, the Park seems to be perceived as a modern, urban and active park that embraces diversity much like its surrounding neighborhood. As mentioned in the findings and recommendations, the Conservancy must decide how it wants to be perceived and take corresponding actions to realize the board's vision.

The Conservancy's Engagement with Community and Visitors

The Conservancy needs to understand how it connects to the community and proactively engage the community and visitors.

Community

The surrounding businesses should be aware of the positive or potentially negative impacts of the Park. If the Park is a place that attracts a significant number of visitors, the surrounding business owners will profit from more patrons frequenting their shops, dining in their restaurants, and partaking of their services. If the Park is not perceived as clean and safe, visitor traffic will fall, which may impact the surrounding businesses. This message is important to communicate to the businesses. Conducting an economic impact study to demonstrate this linkage could be very useful. Listed below are several groups who could be used to conduct such a study.

Todd Poole (Highline study on revenue generation/NYC; also Mellon Square in Pittsburgh)
4Ward Planning 3340 Peachtree Road, Suite 1800 Atlanta, GA 30326
Tel: (404) 478-9796 Fax: (866) 989-0041
tpoole@4wardplanning.com
www.4wardplanning.com

ConsultEcon, Inc. (Clients: Railroad Park Foundation/Birmingham AL)
545 Concord Avenue, Suite 210 Cambridge, MA 02138 U.S.A.
Tel: (617) 547-0100 Fax: (617) 547-0102
info@consultecon.com

THE PERRYMAN GROUP (Client: Texas Parks & Recreation Foundation)
510 N. Valley Mills Drive, Suite 300 Waco, Texas 76710-6076
Tel: (254) 751-9595 Fax: (254) 751-7855
info@perrymangroup.com

Hugh O'Neill, President (Client: Central Park, NYC)
Appleseed
80 Broad Street, 13th Floor
New York, NY · 10004
Tel: (212) 964-9711
appleseed.inc@verizon.net
www.appleseedinc.com

Mosaic Urban Partners
910 17th Street, NW Suite 410 Washington, DC 20006
Tel: (202) 822-6060 Fax: (202) 513-8075
info@mosaicurban.com

Visitors

The Conservancy may want to consider routinely surveying Park visitors. Pittsburgh Park regularly surveys park visitors to understand who is using the park to glean various information, including, whether women are using the park (gauges safety if women feel safe to visit park), frequency of visits (daily, weekly, or monthly), and what the visitors do while in park (most at Pittsburgh relax, walk, and enjoy self-directed activities). The Conservancy may want to try a few different methods for surveying to see which yields the best results.

In addition to larger programming events, leadership should observe how patrons are currently using the park and surveying them to see what they would like to see in the park. Doing so has resulted in a reading room and permanent chess tables at Woodruff Park and a dog park at Piedmont Park. These amenities can require little capital, while greatly increasing the enjoyment of those in the community that utilize them. A few options to consider for surveying are below:

- Create park focus groups using park visitors and neighbors. These focus groups can be an ongoing focus group or a focus group with a definitive time of a few months or for a year. For instance, if the park wants to understand visitors' perception of safety, create a focus group on safety. Other focus groups could be for cleanliness, ways to promote the park in the neighborhood, desired programming from the neighborhood, or any other topic the Conservancy wants to know about from the Park's visitors. Pittsburgh has found focus groups very successful in gaining key information from visitors.
- Count how many people enter a specific entrance to the park at a specific time of day, every day for a period of time to understand peak visitor days and times.
- Record the gender of the visitors to gauge women's usage of the park and if women visit the park at night. Women using the park indicate a level of safety at the park.
- Intercept park visitors in the park in order to further survey visitor park habits.

- Call the surrounding residents to conduct a phone survey about park visitation. Pittsburgh hires professionals to conduct their phone surveys.

The Conservancy Partnerships and Memberships

Park partnerships and memberships can provide an ongoing source of revenue for the Park. Partnerships can be set up with the surrounding businesses to promote the park while memberships engage the Park's visitors.

Partnerships

Identify the local businesses that support the Park, and understand the benefit it provides, and partner with these businesses for passive fundraising. For instance, have park appreciation at the local shops and restaurants where 10% of sales on Wednesday mornings between 10am and noon go to a certain expense for the Park.

Membership

To attract membership, the Conservancy could consider providing incentives for becoming a member and adding levels to the membership. For instance, Piedmont Park's membership levels starts membership at \$25 which included an invitation to member events, a Piedmont Park decal, subscription to their newsletter, member offers and discounts, and eNews updates. The next level is \$50 and includes an exclusive member-only t-shirt: \$80 membership is for a family. The levels continue to go up from there to \$100, \$175, \$250, and \$500. The benefits for these levels range from invitation to a members only event, pool pass discount, name listed on website and newsletter, and an exclusive donor event invitation. Before instituting a membership program, the Conservancy must determine if the additional revenue is worth the time and effort required to establish a membership program. For instance, after speaking with several conservancies, Woodruff Park's leadership has made the conscious decision not to have a membership program.

Park Signage and Branding

Signage space on park signs could be sold for naming rights to local businesses and the park's branding could become a marketing opportunity, which can also provide a source of revenue for the park.

Signage

The Conservancy may want to consider selling branding space on the Park Signs to companies and local businesses. This is one of the easiest revenue generators that Piedmont Park has used. For example, Dancing Goats could sponsor the Park Rules sign.

Branding

Trademark the Park's brand and logo. Begin using the Park's branding on materials such as shirts, water bottles, etc that could be sold or used on programming event giveaways. Piedmont has a store in the Atlanta Airport that sells merchandise with the Park's logo to generate revenue.

Park Food Options

Park visitors would enjoy the added amenity of food and beverage choices available in the park. Below are a few options laid out starting from the most passive to the most operationally active.

Vending Machines

Vending options in the park provide park visitors with quick food and beverage options. Vending machines produce a small revenue stream for the park and add to the amenities offered in the park.

Food Trucks

Although tricky with the current permitting issues, food trucks would be an excellent addition to the Park. The parks that we interviewed advised against owning and operating a restaurant due to the high risk of owning and operating a restaurant relative to the other potential revenue generation ideas. Food trucks seem to be ideal for the Park's layout, as they would provide multiple options for the diversified visitor base.

Restaurant

The Conservancy has previously considered the construction of a restaurant to provide ongoing revenue for the conservancy. Although this is a possibility, we would strongly suggest allowing an operating partner to take on the expense of actually constructing the facility, most likely in return for a lease that is significantly below market. Gauging the interest of restaurant owners for the sites could be very telling about the sites viability. For instance, Woodruff Park has been trying to construct a restaurant for over five years without success.

Park Active Programming Events

Larger one-off events that could be explored are as followed. These events may take time to set up, so it is important to consider the impact benefit compared to the costs and resources required.

Skate Park Competition

Use the skate park for an event. It's a unique feature within the park and the city. One possible idea is to hold a competition at the skate park sponsored by skating companies and bring professional skaters in to act as judges. As Tony Hawk helped design the skate park, maybe he would be willing to be a judge.

Masquerade

The proximity to the Park makes the Masquerade an excellent venue to partner with on events. The Conservancy could throw a fundraising event and auction in the space.

Jamestown/Ponce City Market Blowout

To benefit both Jamestown and the Park, the Conservancy may be able to hold events such as a monthly mixer in the Ponce City Market event space, to promote Jamestown's development and the Park.

Park Parade to Beltline

The Park is in a great location to promote a parade or fundraising walk from the park down the Beltline. The Conservancy could charge a nominal fee to join the walk. (Idea credit goes to Yvette Brown, who would like to be invited if this idea is used.)

Park Amphitheater

Use this space for events / forums with opportunity for attendees to donate to the Conservancy. The neighborhood prides itself on diversity, so arrange an event that promotes the neighborhood's diversity. A potential event could be a monthly Sunday night open forum to engage the community for ideas they would like to see in the Park. Another possibility could be monthly comedy nights in the park with improve troupe Dad's Garage or other local performers, spoken word events featuring local poets, or a partnership with a group such as WonderRoot to showcase local visual artists.

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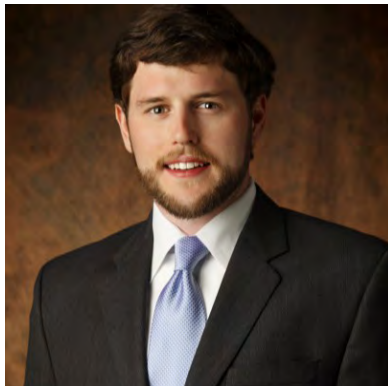
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Dan grew up in Peoria, Illinois before heading off to Northwestern University in 1983 on a Navy ROTC scholarship. He graduated in 1987 with a degree in political science and was commissioned an officer in the U.S. Navy. While in the Navy he was trained as a Destroyer based Anti-Submarine Warfare Officer and served in both Operation Desert Shield and Desert Storm. Dan left the Navy in 1991 and enrolled in law school. He received a J.D. with honors in 1995 from the University of Florida College of Law where he was senior research editor of The Florida Law Review. Upon graduation, Dan was hired by the Atlanta-based law firm Alston & Bird where he became a partner and worked for 15 years before joining Carlton Fields in 2011.

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EXHIBIT “A”
Best Practice Materials for Nonprofit Boards
(Executive Service Corps of Washington)

Executive Service Corps of Washington

**Best Practice Materials
for Nonprofit Boards**

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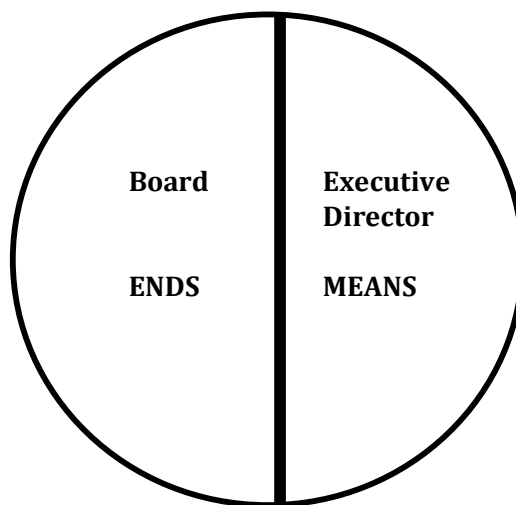
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INTRODUCTION

These materials are provided as templates or a starting point for your organization. You should carefully consider what the needs of your organization are and modify the documents to fit your needs.

Forming an effective board requires the board to have a clear answer to this question: **What benefits (or end results) are we providing to whom and what will it cost us to do this?**

In addition to answering this question, the board needs to establish a single point of administrative authority. This person is responsible for using what ever means are necessary to accomplish these desired ends, within limitations the board should establish in advance. Examples of limitations are not breaking the law, not treating volunteers, staff or clients inappropriately, or not getting into debt etc.



If the board is clear about its role, approves procedures for how the board is going to operate and establishes a partnership with the administrative director that allows that person to take action to accomplish the intended end results of the organization, the organization will be able to make better decisions more quickly and use the talents of its board members and administrative director.

ESC SERVICES

Executive Service Corps works with the boards of many organizations each year, providing board training, retreat planning and facilitation, strategic planning or goal setting, confidential board surveys and other services. Thanks to our volunteers donating their time and talents and the support of corporate and private funders, all ESC services are provided at affordable sliding scale rates.

SECTION 1: ROLE OF THE BOARD

A nonprofit organization must, at a minimum, have a board president or chair, vice president or vice chair, secretary, and a treasurer. It is important that most board members are not related to the founder or executive director. A board of less than 15 will be better able to operate as a group and achieve a high level of engagement. Ideally, board members should be people who are interested in **governing** the organization not in hands on volunteer activities and, especially, not in a management role. You can involve others in your organization by establishing a resource council rather than having a large board.

Responsibilities of the Board of Directors

Framework

The Board of Directors establishes the framework for the organization.

- Creates and updates the mission and vision statements
- Defines what benefits (or end results) the organization is providing to whom and what it will cost to deliver them?
- Determines how organizational performance will be measured.

Direction

The Board of Directors sets the direction for the organization.

- Sets goals and approves and monitors the strategic or business plan
- Develops organizational policies, including the policies that govern how the board will operate.

Accountability

The Board of Directors is responsible for the behavior and performance of board members and the executive.

- Establishes the code of ethics for the board and ED, including policies related to private inurement and conflict of interest, and sets the tone for organizational behavior.
- Hires and fires the Executive Director/Chief Executive Officer (ED/CEO).
- Establishes the end results the Executive Director is assigned to achieve and defines any limitations on the means the ED can use or any functions the ED must perform.
- Monitors financial and operational performance. Evaluates the executive director based on achievement of the end results and compliance with predefined limitations or requirements.
- Serves as the last court of appeal within the organization.
- Selects an auditor and receives the audit report.

Good Will and Support

The Board of Directors represents the organization to the outside world and provides support and counsel to the executive director

- Supports the organization by making personal donations, garnering resources and advisors and assisting with fundraising.
- Serves as the organization's ambassador to other agencies, funders and potential funders and the general community
- Communicates the value of the organization to prospective donors.
- Attracts donors, supporters, favorable press, and new board members

Clarifying the role of the board and the role of the professional ED

This tool helps board and executive directors or CEOs clarify who has the primary accountability for what organizational activities.

The list shown below and the choice in the responsibility column are not necessarily the correct answers for your organization. If, however, the majority of activities are the responsibility of the board you should explore the question of whether you have delegated sufficient authority to the executive director for them to be effective in leading the organization. Executive directors who must consult with the board on most management decisions may not be able to move the organization forward and respond to opportunities or threats.

Clear authority makes the organization more agile

If a responsibility belongs to the executive director, the board should discuss if the executive director should bring information about that function to the board, in what form and frequency. Unless directed by the executive director, the board should avoid gathering information about the organization or setting up relationships with staff members other than the executive director, since this will compromise the management structure of the organization.

Directions

As a group, go through the list of activities and add any major activities undertaken by the board or major activities that are carried out by the ED. Then go through and define who is primarily responsible for each activity. You can use the tools as it is with answers supplied in the responsibility column or use a blank column which opens up the discussion further.

This tool is a vehicle for exploring the assumptions of all members of the board and setting out clearly those activities for which the ED has primary responsibility. Limit shared responsibility to only those few activities that must be shared. Having the lead responsibility for something does not rule out information sharing, monitoring of performance, or consultation between board and ED.

Board and Executive Director Responsibilities

Activity	Responsibility
----------	----------------

BOARD OPERATIONS

Develop, approve and modify bylaws	Board
Establish written policies and procedures for board operations not addressed in the bylaws	Board
Appoint committees and hold them accountable	Board
Establish and enforce expectations for attendance at board/committee meetings	Board
Recruit new board members	Board
Train board members	Joint
Plan agenda for board meetings	Joint
Take minutes at board meetings	Board Sect. /or delegated to staff other than ED
Plan and propose committee structure	Board
Prepare exhibits, materials, and proposals for the board and committees	ED
Sign or delegate the signature of legal documents	Board
Follow-up to insure implementation of board and committee decisions	Board President and ED
Settle discord between committees	Board President

PLANNING

Establish mission	Board
Articulate a vision for achieving the mission	Board
Approve long range goals	Board
Provide input to long range goals	ED
Formulate annual objectives	ED
Direct the operational planning process	ED
Approve the ED's annual objectives	Board
Prepare performance reports on achievement of goals and objectives	ED

Monitor achievement of goals and objectives	Joint
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PROGRAMMING

Assess stakeholder/client needs	ED
Oversee evaluation of products, services and programs	ED
Develop new programs or revise current programs	ED
Approve new programs or major revisions to current programs	Joint
Maintain program records; prepare program reports	ED
Determine if the organization is being effective in achieving its mission (Review program evaluation, client/customer surveys. Hold meetings with constituents or clients etc.)	Board

FINANCIAL PLANNING, MANAGEMENT, AND OVERSIGHT

Prepare operating and capital budget	ED
Finalize and approve budget	Board
Ensure that expenditures are within budget	ED
Approve expenditures outside authorized budget levels	Board
Provide for the periodic audits and financial reviews	Board
Develop financial policies and procedures , including policies related to private inurement, retention of records, conflict of interest, and whistleblower policies	ED
Approve financial policies and monitor that policies are being followed.	Board
Ensure that there is adequate segregation of financial duties so that no one person is involved in all aspects of financial transactions.	Joint
Establish audit committee to receive and review audit	Board

FUNDRAISING

Develop and implement fundraising plan	ED
Individually contribute to ORGANIZATION	Board
Solicit contributions from others	Joint
Solicit organizations and individuals to become members (if membership organization)	Joint
Represent the organization in meetings with potential funders.	Joint

PERSONNEL

Hire and discharge Executive Director.	Board
Establish executive compensation	Board

Ensure succession planning	Joint
Establish performance expectations/agreement and annually evaluate the ED	Board
Direct the work of the organization and its programs	ED
Hire, supervise, evaluate and discharge staff other than the ED	ED
Recruit, train, and evaluate volunteers	ED
Handle whistleblower complaints against the ED by a staff member	Board

MARKETING/COMMUNITY RELATIONS:

Interpret ORGANIZATION to local communities	Joint
Solicit information from funders, supporters, customers, clients, partners etc. about the organizations performance	Board
Develop marketing plan, materials, and awareness campaigns	ED

Sample Board Member Commitment Form

A commitment form provides a way to communicate clearly the expectations of board members.

Organization Name

Board Member Commitment Form

I will:

- Attend at least ___% of all Board meetings by phone or in person
- Review the agenda and supporting materials prior to Board and committee meetings.
- Serve on committees and take on special assignments as needed.
- Personally contribute to ORGANIZATION
- Assist in raising funds, as agreed upon annually by the Board.
- Remain informed about ORGANIZATION mission, services, and policies and promote ORGANIZATION, as agreed annually by the Board.
- Provide support and advice to the staff but avoid interfering in management activities.
- Suggest nominees and participate in board recruitment.

I will act in concert with the following principles:

As a board member I understand that I have duties of care, loyalty, and obedience to the organization.

- The duty of care is the duty to pay attention to the organization—to monitor its activities, see that its mission is being accomplished, and guard its financial resources.
- The duty of loyalty is the duty to avoid conflicts of interest, and
- The duty of obedience is to carry out the purposes of the organization and to comply with the law.

I commit that I will uphold these duties and that I shall do my utmost to ensure that the _____ performs its mission and achieves its goals. As a board member I agree to:

- Act with honesty and integrity
- Support in a positive manner all actions taken by the board of directors even when I am in a minority position on such actions. I recognize that decisions of the board can be made only by a majority vote at a board meeting and respect the majority decisions of the board, while retaining the right to seek changes through ethical and constructive channels;
- Participate in (1) the annual strategic planning retreat, (2) board self-evaluation programs, and (3) board development workshops, seminars, and other educational events that enhance my skills as a board member.
- Keep confidential information confidential.
- Exercise my authority as a board member only when acting in a meeting with the full board or as I am delegated by the board.
- Work with and respect the opinions of my peers who serve this board, and leave my personal prejudices out of all board discussions.
- Always act for the good of the organization and represent the interests of all people served by the organization.
- Represent this organization in a positive and supportive manner at all times.

- Observe the parliamentary procedures and display courteous conduct in all board and committee meetings.
- Refrain from intruding on administrative issues that are the responsibility of management, except to monitor the results of the organization.
- Accept my responsibility for providing oversight of the financial condition of the organization.
- Avoid acting in a way that represents a conflict of interest between my position as a board member and my personal or professional life, even if those actions appear to provide a benefit for the organization. This includes using my position for the advantage of my friends and business associates. If such a conflict does arise, I will declare that conflict before the board and refrain from voting on matters in which I have conflict.
- Abide by these board operating procedures.

Signature

Date

Sample Position Descriptions for Board Members

ORGANIZATION NAME

Member, Board of Directors

Purpose

A member of the Board of Directors is responsible for ensuring that ORGANIZATION fulfills its mission by planning for the future, monitoring current operations, and evaluating the organization. A board member must fulfill the fiduciary responsibilities of the board of directors, making corporate decisions that protect the public interest.

Key Responsibilities

- Advance the mission of ORGANIZATION.
 - Actively promote the mission of ORGANIZATION, contributing ideas and expertise.
 - Keep up-to-date on developments in the organization's field.
 - Be informed about the organization's mission, services, policies, and programs; inform others about the organization, and work to enhance the organization's public image.
- Select the Executive Director through an appropriate process.
 - Provide ongoing support and guidance for the executive staff.
 - Annually review performance.
- Ensure effective organizational planning.
 - Determine and monitor the organization's programs and services.
 - Participate in the development of a strategic plan to accomplish the mission, oversee its implementation and evaluate its success.
- Actively participate in all board activities.
 - Attend in person or by phone bi-monthly board meetings.
 - Review agenda and supporting materials prior to board and committee meetings.
 - Serve on a committee and periodically take on special assignments.
 - Suggest nominees to the board who can make significant contributions to the work of the board and to the organization.
 - Assess the board's performance.
- Ensure adequate resources.
 - Make a personal financial contribution to the organization.
 - Manage resources effectively.
 - Carry out the fiduciary responsibilities of the board, such as reviewing the organization's annual financial statements, selecting an auditor and receiving the auditor's report.
- Follow conflict-of-interest and confidentiality policies.

Elected by

Board of Directors

Term Length

Per by-laws

Time commitment

Monthly meetings; additional time required for committee work and other board commitments.

Reports to

Board Chairperson

Budget support

Limited

ORGANIZATION
Position Description
Board Officers

President or Chair of the Board

Function

Assure that the Board fulfills its responsibilities to the organization.

Responsibilities

- Chair meetings of the board and executive committee.
- Call special meetings if necessary.
- Serve as ex officio member of all committees.
- Work in partnership with the Executive Director to achieve the mission of the organization and make sure board resolutions are carried out.
- Communicate any concerns management has regard to the role of the Board or individual board members. Communicate to Executive Director the concerns of the Board and other constituencies.
- Appoint all committee chairs and with the Executive Director recommend who will serve on committees.
- Assist the Executive Director in preparing the agenda for board meetings.
- Work with the staff to recruit board members and other needed volunteers.
- Conduct new board member orientations.
- Oversee searches for the Executive Director. Recommend salary for consideration by the appropriate committee.
- Coordinate periodic board assessment with the staff.
- Periodically consult with board members on their roles helping them assess their performance
- Annually focus the Board's attention an assessment of its own structure, role, and relationship to management.

Vice President or Vice Chair of the Board

Function

Stand in for the chair if he/she is unavailable.

Responsibilities

- Attend board meetings.
- Serve on the executive committee.
- Carry out special assignments as requested by the board chair.
- Understand the responsibilities of the board chair and be able to perform these duties in the chair's absence.

Secretary of the Board

Function

Maintain all board records and ensure their accuracy and safety.

Responsibilities

- Attend board meetings.
- Serve on the executive committee.
- Review board minutes.
- Assume responsibilities of the chair in the absence of the board chair and vice chair.
- Provide notice of board meetings and committee meetings when such notice is required.

Treasurer of the Board

Function

Serve as financial officer of the organization.

Responsibilities

- Attend board meetings.
- Serve on the executive committee and chair the finance committee.
- Assure that the organization is following appropriate financial policies and that qualified staff or consultants perform financial functions. Understand regulatory and legal requirements for financial accounting and standards of practice for nonprofit organizations.
- Assure that accurate financial records for the organization are being kept
- Subject to the direction of the board, endorse for deposit notes, checks, and drafts received by the organization.
- As ordered by the board, disburse organizational funds and issue checks and drafts in the name of the organization.
- Manage, with the finance committee, the board's review of and action related to the board's financial responsibilities.
- Assist the chief executive or the chief financial officer in preparing the annual budget and presenting the budget to the board for approval.
- At specified reporting periods, and upon request, provide the chairperson and the board with an account of transactions by the treasurer and of the financial condition of the organization
- With the Executive Director, select an independent auditor, review the annual audit, and answer board members' questions about the audit.

Board Self Assessment Process

ESC consultants frequently use a version of the attached self-assessment survey, as well as interviews, when working with boards. The intent of the survey is to determine how satisfied board members are with board processes and how individual members and the board as a whole can be most effective in supporting the organization.

A board assessment process can help board members:

- Reflect on their experience.
- Explore how comfortable, enjoyable, and meaningful participation on the board is to the board member
- Understand individual expectations for preparation time, how the meetings are run, and how decisions are made.
- Identify different perceptions and opinions among board members about the board's role.
- Identify and remove obstacles to increased board effectiveness.

The survey, while brief, points to issues that need board discussion and clarification.

Generally, when ESC is involved with an organization's board or advisory board, ESC tabulates all the responses so that the results and comments from the surveys and the interviews will be reported, but not attributed to an individual. Board members and staff only see the compiled results. Because it is helpful if people are very frank in their responses this level of confidentiality may increase the candor of the answers.

What you need to consider

- Do you want to use a survey tool for board self-assessment?
- Would like to have the results handled confidentially? If this is the case, we will recruit an ESC volunteer who will collect and tabulate the results and report back to us at a future meeting.
- Are the topics areas and questions on the attached survey appropriate and relevant for your board?
What is missing?

ESC Board Survey

Mark with an "x" the column that best represents your agreement or disagreement with the statement.

		Strongly agree	Agree	Disagree	Strongly disagree	Not sure or can't rate
1.	I feel the meetings focus on important organizational matters.					
2.	I am clear about my responsibilities as a member of the board					
3.	Materials related to significant decisions are given to the board far enough in advance of the meeting.					
4.	The amount of material I need to read prior to the meetings is reasonable.					
5.	It is clear to me how urgent matters are handled between meetings.					
6.	I feel I have a clear understanding of the mission and activities of the organization.					
7.	When I was new to the board, I was given sufficient information to allow me to make a contribution to the organization quickly					
8.	I receive financial information that is understandable and gives me a clear sense of the organization's financial position.					
9.	I receive information about the organization's services that allows me to understand the impact the organization is having.					
10.	I feel that I have the information I need to effectively represent the organization to the community and to ask for financial support					
11.	There is good follow-up on tasks delegated to me or other board members.					
12.	I feel that other members listen to my opinions					

		Strongly agree	Agree	Disagree	Strongly disagree	Not sure or can't rate
13.	I feel I can comfortably say when I disagree with another member or with staff					
14.	The board gives honest feedback to the executive director and other staff.					
15.	It is clear to me how the board will be involved in important decisions					
16.	All board members act with a clear understanding that they have no authority to act on behalf of the board or the organization unless specified in the operating policies, bylaws or board decisions.					
17.	The board has a clear process for making important decisions.					
18.	The board sets resource development goals and actively supports fundraising and resource development efforts					
19.	The board sets explicit performance measures for the executive director and evaluates performance against these measures.					
20.	The board's has a formal and approved method of ED performance evaluation and no board member acts outside of that approved process to conduct an evaluation.					
21.	The board sets clear goals that are realistic and relevant to the strategic plan.					
22.	<p>I think the board is missing needed skills, stakeholder representatives and diversity</p> <p>Please describe what is missing:</p>					

23.	If a friend or valued professional contact was a good match for the board's needs, I willing to recruit them.					
-----	---	--	--	--	--	--

22. How satisfied are you with the work of the board overall (circle your answer)

VERY SATISFIED

SATISFIED

NOT SATISFIED

Please list the three to five points on which you believe the board should focus its attention in the next year. Be as specific as possible in identifying these points and state what result you want from the board's attention to each issue:

1)

2)

3)

4)

5)

Board member name:

(This is to assure that we get responses from everyone and that the interviews can follow-up on the responses. Comments and responses will not be attributed to individual board members.)

Mailing instructions: mail the form to: Executive Service Corps, 1305 4th Ave. Suite 420, Seattle WA 98101

Or email to _____

SECTION 2: BOARD RECRUITMENT

Checklist of Materials for Potential Board Members

ORGANIZATION NAME

Contact Date: _____ Follow-up Date: _____

Material Sent _____ (date) by: _____

Name: _____

Title: _____

Organization: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: (w) (____) _____ (h) (____) _____

Fax: (____) _____ E-mail _____

- ☐ Program information
 - ☐ Brochure
 - ☐ Staff bios
 - ☐ Most recent financial statement
 - ☐ Most recent audit or financial review
 - ☐ List of board members with current positions or short bios
 - ☐ Board member position description
 - ☐ Board commitment form
 - ☐ Other _____
-

After a candidate has accepted service on the board:

- Receive Board Member Notebook with program information, copy of all board policies, by-laws
- Sign two copies of Position Description and Commitment form, return one to ORGANIZATION
- Sign Conflict of Interest declaration noting that they have read the procedure for addressing a conflict of interest.
- Fill out Information Form. Return to ORGANIZATION with ...
- A recent resume
- Short Bio statement as you would want it included in grant applications, etc.
- Other _____

First Board Meeting: _____

The Do's and Don'ts of Board Recruitment

Developed by:

Amanda Madorno

Coach and Ally to Nonprofit Leaders

206.783.4938 (direct/cell); 206.297.8695 (fax); amandamadorno@aol.com

Do:

- Take seriously your responsibility to ensure the future leadership of your organization.
- Make recruitment a regular, on-going activity of the whole board.
- Seek the counsel and involvement of your key development staff in all recruitment activities.
- Ensure that the board conducts a self-evaluation, and reviews and updates the by-laws and board manual annually.
- Ensure that board policies (e.g., Conflict of Interest) are in place, up-to-date, and that you have insurance for Directors and Officers.
- Be frank, honest, and positive about the challenges facing the organization.
- Adhere to the recruitment standards and selection criteria established by the board.
- Treat each board candidate as if they were a major gift prospect or donor. You'll never go wrong!
- Develop a personalized cultivation plan for each board candidate.
- Leave yourself and the candidate a gracious "out."
- Document recruitment activity and make it a permanent part of the candidate's donor or prospect file.
- Review the service of each board member annually and have a leadership plan in place for each.
- Remember to renew terms for current board members at the annual meeting.

Don't:

- Hurry up and ask, or wait until a crisis drives recruitment activity.
- Settle for less than who you really need and want.
- Misrepresent or sweep organizational challenges under the rug: they may be just the things to "hook" a board candidate.
- Ask the candidate prematurely.
- Ask in such a way that the candidate is a new board member: your work is just beginning.
- Think recruitment is a staff activity or responsibility.
- Recruit outside the board for officer positions!

Board Member Types

Key Question:

How did the board member come to be a member of this board?

Activist

- Usually attracted to and most effective in a new organization.
- This person is a self starter, risk taker, free thinker.
- Willingly devotes high energy and many volunteer hours.
- Personally invested in the mission.
- Independent; may have little tolerance for rules, policies and process.
- Likes a dynamic leader.

Sustainer

- Usually attracted to and most effective in a transitioning organization.
- This person is organized, committed, and dependable.
- Seeks order and anticipates problems.
- Willing to risk but needs to see conclusion and cautions prudence.
- Likes rules but not too much process.
- Likes a supportive leader.

Professional

- Usually attracted to and most effective in a mature organization.
- This person demands accountability, dependability, and generally accepted business practices.
- Results oriented.
- Monitors performance.
- Does not like surprises.
- Likes a dependable leader.

Emeritus

- Usually attracted to and most effective in an established organization.
- This person demands the highest ethical standards.
- Invests his or her name and reputation in the organization.
- Not willing to devote much time and doesn't bother much with rules or reports. Much more interested in tone, vision, and strategy.
- Often a forward thinker.
- Likes a principled leader.

A Founder

- As the sole founder or one of the founders, this person often has a vested, personal interest in the success of the organization.
- May also have personal agenda for the organization.
- Often an activist type.
- Reluctant to turn over power to the board or succeeding staff.
- May leave as organization matures and may come back as an emeritus.

Volunteer

- Has history with the organization and relationships with staff and potential clients of the organization.
- May find board involvement not as satisfying as volunteering.
- May have difficulty moving from operations level to policy level involvement.
- Prefers specific tasks to long term responsibilities.

Donor or Community Leader

- Usually recruited for a talent, money, or connections they bring to the board.
- May have been shanghaied by a personal relationship with a board member or the ED.
- Often does not have a personal agenda but may not have much personal commitment either.
- Will do so much but no more.
- Responds well to perks and tends to expect them.
- Will follow a strong lead and will contribute their share but will not usually take risks.

Elected Official

- Comes to the board with their own mandate and constituency.
- May feel they owe little to other board members.
- May have agenda and is open to lobbying by special interests.
- Visibility increases energy level especially if they want to be reelected.

SECTION 3: BOARD POLICIES

Purpose

The role of the board is to assure that the organization is accomplishing its mission by developing policies that guide the operation of organization and by monitoring the finances of the organization. Board members also contribute to the organization accomplishing its purpose by being advocates for the organization, including soliciting financial support. A board member may also serve as a volunteer. In this role they report to the staff of the organization.

Membership of the Board

The purpose of a board member is to serve the Board as a voting member. The Board is composed of members who bring diversity of skills and background to the organization, including but not limited to, ability to raise funds, contacts in the community, expertise, and demonstrated leadership in the skills needed to assist the Board in meeting its goals.

Role and Authority of Board Member and/or Board Officer

The Board focus is on governance of the organization, and it is accomplished through policies.

Individual board members are not authorized to make a commitment on behalf of the Board or the organization.

The role of the board is to:

- PLAN STRATEGICALLY toward the future
- ESTABLISH POLICY that guides _____ and articulates the values that frame future strategies
- EMPLOY AND SUPPORT a first rate executive
- ADVOCATE for and champion _____'s cause
- FUNDRAISE AND GENERATE REVENUE to ensure that _____ the organization is financed properly, now and in the future.

Responsibilities of a Board Member

- Determine _____'s Mission and Vision
- Select the Executive Director
- Support the Executive and review his or her performance
- Ensure effective organizational planning
- Track progress toward meeting the results defined by the strategic plan
- Provide for the availability of adequate resources
- Oversee the effective management of resources
- Approve and monitor _____'s programs and services
- Enhance _____'s public image
- Assess its own performance

Board Member Expectations

- Fulfill the roles and responsibilities of board members described above.
- Attend meetings. Attend at least 75% of all Board meetings (in person or by phone.)
- Attend standing committee meeting if a member. Attend Board retreats and other Board development activities as appropriate.
- Review the agenda and supporting materials prior to Board and committee meetings.
- Serve on committees and take on special assignments, as needed.
- Personally contribute to _____ or raise funds, as agreed upon annually by the Board.
- Remain informed about _____'s mission, services, and policies.
- Promote _____ within the community.
- Keep up-to-date on issues pertaining to _____.
- Provide support and advice to the Executive Director.
- Suggest nominees for Board membership

Board Member Code of Conduct

By accepting board membership a board member is committing to honor the following code of conduct:

- As a board member, I shall do my utmost to ensure that the _____ performs its mission and achieves its goals. As a board member I agree to:
- Act with honesty and integrity
- Support in a positive manner all actions taken by the board of directors even when I am in a minority position on such actions. I recognize that decisions of the board can be made only by a majority vote at a board meeting and respect the majority decisions of the board, while retaining the right to seek changes through ethical and constructive channels;
- Participate in (1) the annual strategic planning retreat, (2) board self-evaluation programs, and (3) board development workshops, seminars, and other educational events that enhance my skills as a board member.
- Keep confidential information confidential.
- Exercise my authority as a board member only when acting in a meeting with the full board or as I am delegated by the board.
- Work with and respect the opinions of my peers who serve this board, and leave my personal prejudices out of all board discussions.
- Always act for the good of the organization and represent the interests of all people served by the organization.
- Represent this organization in a positive and supportive manner at all times.
- Observe the parliamentary procedures and display courteous conduct in all board and committee meetings.
- Refrain from intruding on administrative issues that are the responsibility of management, except to monitor the results of the organization.
- Accept my responsibility for providing oversight of the financial condition of the organization.
- Avoid acting in a way that represents a conflict of interest between my position as a board member and my personal or professional life, even if those actions appear to provide a benefit for the organization. This includes using my position for the advantage of my friends and business associates. If such a conflict does arise, I will declare that conflict before the board and refrain from voting on matters in which I have conflict.

- Abide by these board operating procedures.

Process for Seating New Board Members (Check your by-laws)

The Executive Director and one or two board members will meet with potential candidates for board membership. If the candidate is interested, they will be asked to fill out the application form and attend the next board meeting as an observer. A vote on membership may be brought up at that meeting, after the candidate has been asked to step out of the room, or may occur at the next board meeting.

Process for Selecting Board Officers (check your bylaws)

The board shall elect board officers each year at the annual meeting. Candidates for board office shall be proposed at a meeting of the board development committee. The candidates will be asked if they are willing to serve. The proposed slate of officers will be reviewed with all board members prior to the meeting in order to identify any objections to the slate of officers and give a member not nominated the opportunity to put their name forward.

Board Meeting Agenda

The regular meeting agenda is formatted to include a consent agenda, discussion items, action items and information items.

A request for information or questions about any agenda item should be made, if possible, at least one business day prior to the scheduled meeting to the Executive Director.

Development of the agenda

The executive director shall develop the board agenda. The board president or the vice president, in the president's absence, will review and approve the agenda.

Use of Consent Agenda

Routine items that require no discussion will be placed on the consent agenda. Examples of the items that may be placed on the consent agenda are:

- Routine financial information or updates
- Minutes of regular and special Board meetings

Any member wishing to discuss an item on the consent agenda may ask that that item be pulled from the consent agenda and placed on the regular agenda so that there can be a full discussion of the item.

Conduct During Board Meetings

While the Board will operate informally, formal action will be taken in accordance with the procedures in Robert's Rules of Order.

A board member may submit a request to the executive director or board president that he/she wishes to have an item considered for placement on the agenda. Any such request shall be submitted in writing at least 15 days prior to the board meeting. The President shall ensure that all items requested by Board Members will be placed on an agenda at the next board meeting or, if this is not possible, within two regular meetings.

Discussion of motions

- All discussion shall be directed solely to the business under deliberation.
- The board president has the responsibility to keep the discussion to the motion at hand and shall halt discussion that does not apply to the business before the Board.

Voting Practices

The voting process will follow Robert's Rules of Order.

- A formal vote will be taken on any items identified on the agenda as "for decision" and any other items where the president, the executive director, or a board member request a vote be taken.
- The board president shall have the right to discuss agenda items, to motions and resolutions, and vote on all matters coming before the Board.
- No member should vote on a motion in which he or she has a direct personal or pecuniary interest.
- Dissenting and abstaining votes shall be recorded in the minutes of the board meeting.

Closed Session

The board will act in closed session whenever the subject of the discussion is highly confidential or sensitive. The board shall have the option of asking staff as well as any observers to leave the meeting area during a closed session.

- Discussion will be only regarding the items on the closed session agenda
- Information discussed in closed session must remain confidential.

Request or Complaint by and Employee, Volunteer or Client

- All concerns or complaints made to an individual board member shall be referred to the executive director for action. A board member or officer who receives a request or complaint from an employee other than the executive director, a volunteer or a client shall follow the following process.
- The board member should hear the request/complaint for general understanding of persons involved, date and place.
- If necessary, repeat problem back to confirm understanding.
- As appropriate, suggest that the information be communicated directly to the executive director.
- The board members should refrain from providing or expressing his/her opinion.
- In addition to informing the executive director, a board member may inform the board president of the complaint.

Communications/ Media Inquires

- The executive director will be the official spokesperson for _____ with the media, except that the board may designate or the executive director may request that the board president or another board member may be the spokesperson, when appropriate.
- All board members who receive calls from the media should direct them to the executive director or the designated spokesperson and should notify the executive director and the designated spokesperson of the contact immediately.

Legal issues

- All communications with legal counsel shall be through the executive director and/or the board president.
- The board shall have a conflict of interest policy and process for disclosure of conflict of interest. The board should monitor its adherence to the conflict of interest policy annually.

Evaluation of Executive Director

- The executive director shall annually be evaluated by a minimum of two board members.
- The evaluation should be based on a performance agreement or board policies with measurable outcomes clearly established in advance of the evaluation period. The board president obtains input from all other members on board approved performance measures. The written evaluation report shall be reviewed with the executive director prior to the report to the board. The executive director shall have the right to submit a response or self-evaluation report to the board.

Board Self-Evaluation

- The board shall conduct a board self-evaluation annually using a survey, interviews, or other tools. The results of the self-evaluation should be prepared in written form and discussed with the board. The board's responses and or decisions based on the self-evaluation will be summarized in the minutes
- Reviewing Board Operating Procedures
- The board shall annually review and revise the board operating procedures, as needed.

Sample Board Policies for New 990 Questions

Conflict of Interest

INTENT

Conflict of interest arises whenever the personal or professional interests of a board member, the executive director, or other management staff are potentially at odds with the best interests of the organization.

Potential conflicts are common. For example, a board member performs professional services for an organization, or proposes that a relative or friend be considered for a staff position. Such transactions are perfectly acceptable if they benefit the organization and if the board made the decisions in an objective and informed manner. Even if they do not meet these standards, such transactions are usually not illegal. They are, however, vulnerable to legal challenges and public misunderstanding.

Loss of public confidence and a damaged reputation are the most likely results of a poorly managed conflict of interest. Because public confidence is important to [Name of Organization] the organization should avoid even the appearance of impropriety.

[Name of Organization] has taken the following steps:

- Language regarding conflict of interest is included in the Board Members' Code of Conduct, which limits business transactions with board members, the executive director and management staff and requires a process for disclosure of potential conflicts. The policy requires board members to abstain from decisions that present a potential conflict.
- The organization has a disclosure procedure that a board member, the executive director, or a consultant/volunteer may utilize to disclose any issue that may constitute a potential conflict of interest.
- The organization has a process for deciding whether a potential conflict is, in fact, a conflict.
- The executive director will establish procedures, such as program policies, competitive bids, and formal hiring practices, which ensure that the organization is acting without any conflicts of interest.

CONFLICT OF INTEREST DISCLOSURE PROCEDURES

I. Application of Policy

This policy is intended to supplement, but not replace, federal and state laws governing conflicts of interest applicable to nonprofit corporations. It applies to board members, the executive director, and management staff, as well as their relatives and associates, and to who are hereinafter referred to as "interested parties."

II. Definition of Conflict of Interest

A conflict of interest may exist when the interests or concerns of an interested party may be seen as competing with the interests or concerns of [Name of Organization]. The variety of situations that raise conflict of interest concerns include, but are not limited to, the following:

A. Financial Interests - A conflict may exist where an interested party directly or indirectly benefits or profits as a result of a decision, policy or transaction made by [Name of Organization]. Examples include situations where:

- [Name of Organization] contracts to purchase/lease goods, services, or property from an interested party.
- [Name of Organization] offers employment to an interested party, other than a person who is already employed by [Name of Organization].
- An interested party uses their relationship with an [Name of Organization] client to obtain employment, a contract or other benefit.
- An interested party is provided use of the facilities, property, or services of [Name of Organization] in a manner that would not be available to other community members.
- [Name of Organization] adopts a policy that specifically creates a financial benefit to an interested party.

A financial interest is not necessarily a conflict of interest. A conflict of interest exists only when the board decides that a person with a financial interest has a conflict of interest.

B. Other Interests - A conflict also may exist where an interested party obtains a non-financial benefit or advantage that he/she would not have obtained absent his/her relationship with [Name of Organization]. Examples include where:

- An interested party seeks to make use of confidential information obtained from [Name of Organization] or an [Name of Organization] client for his/her own benefit (not necessarily financial).
- [Name of Organization] adopts a policy that provides a significant nonfinancial benefit to an interested party.

A conflict of interest exists only when the Board of Directors decides there is a conflict.

III. Disclosure of Potential Conflicts of Interest

An interested party is under a continuing obligation to disclose any potential conflict of interest as soon as it is known or reasonably should be known.

- Board members and the executive director complete an Affirmation of Compliance form (Appendix B) when they join the board or staff and annually thereafter.
- Any interested party completes the Disclosure of Potential Conflict of Interest Statement (Appendix A) to disclose any potential conflicts of interest.

Disclosure Statements and Affirmations of Compliance will be submitted as follows:

- For board members, the disclosure statements will be provided to the board chair.
- The chair's disclosure statement shall be provided to the secretary of the board.
- In the case of staff and consultants/volunteers, the disclosure statements shall be provided to the executive director.
- In the case of the executive director, the disclosure statement shall be provided to the chair of the board.

The secretary of the board or the person designated by the board as the reviewing official is responsible for bringing potential conflicts to the attention of the board or the executive director. The secretary of the board shall file copies of all disclosure statements with the official corporate records of [Name of Organization].

IV. Procedures for Review of Potential Conflicts

Whenever there is reason to believe that a potential conflict of interest exists between [Name of Organization] and a board member or the executive director, the board shall determine the appropriate response. The designated reviewing official has a responsibility to bring a potential conflict of interest to the attention of the board for action at the next regular meeting of the board or during a special meeting called specifically to review the potential conflict of interest. [Name of Organization] shall refrain from acting until such time as the proposed action, policy or transaction has been approved by the disinterested members of the board.

Whenever there is reason to believe that a potential conflict of interest exists between [Name of Organization] and a consultant/volunteer, the executive director shall determine the appropriate response. The executive director shall report to the board chair the results of any review and the action taken. The chair shall determine whether any further board review or action is required.

V. Procedures for Addressing Conflicts of Interest

The following procedures shall apply:

1. An interested party who has a potential conflict of interest with respect to a proposed action, policy or transaction of the corporation shall not participate in any way in, or be present during, the deliberations and decision-making vote of [Name of Organization]. However, the interested party shall have an opportunity to provide factual information about the proposed conflict and/or action, policy or transaction. Also, the board may request that the interested party be available to answer questions.
2. The disinterested members of the board may approve the proposed action, policy or transaction upon finding that it is in the best interests of [Name of Organization]. The board shall consider whether the terms of the proposed action, transaction or policy are fair and reasonable to [Name of Organization] and whether it would be possible, with reasonable effort, to find a more advantageous arrangement with a disinterested party.

3. Approval by the disinterested members of the board shall be by vote of a majority of directors in attendance at a meeting at which a quorum is present. An interested party shall not be counted for purposes of determining whether a quorum is present, or for purposes of determining what constitutes a majority vote of directors in attendance.
4. The minutes of the meeting shall reflect that the conflict disclosure was made to the board, the vote taken and, where applicable, the abstention from voting and participation by the interested party. Whenever possible, the minutes should frame the decision of the board in such a way to provide guidance for consideration of future conflict of interest situations.

VI. Violations of Conflict of Interest Policy

If the board or executive director (for consultants/volunteers) has reason to believe that an interested party has failed to disclose a potential conflict of interest, it shall inform the person of the basis for such belief and allow the person an opportunity to explain the alleged failure to disclose.

If the board or executive director (for consultant/volunteers) decides that the interested party has in fact failed to disclose a possible conflict of interest, the board shall take such disciplinary and corrective action as the board shall determine.

Potential Conflict of Interest Disclosure Statement

Please complete the questionnaire below, indicating any potential conflicts of interest. If you answer "yes" to any of the questions, please provide a written description of the details of the specific action, policy or transaction in the space allowed. Attach additional sheets as needed.

A conflict may exist where an interested party directly or indirectly benefits or profits as a result of a decision, policy or transaction made by [Name of Organization]. The interested party would not have obtained this benefit were it not for his/her relationship with [Name of Organization].

- ☐ Has [Name of Organization] proposed to contract or contracted to purchase or lease goods, services, or property from you or from any of your relatives or associates?
- ☐ Board members/ED only: Has [Name of Organization] offered employment to you or to any of your relatives or associates?
- ☐ Have you used your relationship with [Name of Organization] to obtain a contract, employment for yourself or any of your relatives or associates, from a person or entity that does business with [Name of Organization]?
- ☐ Have you or any of your relatives been provided use of the facilities, property, or services of [Name of Organization] in a way that is not available to others who benefit from the organization's services?
- ☐ Have you, a relative or an associate been in a position to benefit financially from an action, policy or transaction made by [Name of Organization]?
- ☐ Other issues or situations not addressed above _____

Name (Please print)

Signature

Date

Conflict of Interest Affirmation of Compliance

I have received and carefully read the Conflict of Interest Policy for board members, the executive director and managers. I have considered not only the literal expression of the policy, but also its intent. By signing this affirmation of compliance, I hereby affirm that I understand and agree to comply with the Conflict of Interest Policy. I further understand that [Name of Organization] is a nonprofit organization and that in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes without personal inurement or benefit by board members,, consultants/volunteers or staff (other than by salary).

I hereby state that I do not have any conflict of interest, financial or otherwise that may be seen as competing with the interests of [Name of Organization], nor does any relative or associate have such a potential conflict of interest.

If any situation should arise in the future that I think may involve me in a conflict of interest, I will promptly and fully disclose in writing the circumstances to the Chair of the Board of Directors or to the Executive Director, as applicable.

I further certify that the information set forth in the Disclosure Statement and attachments, if any, is true and correct to the best of my knowledge, information and belief.

Name (Please print) _____

Signature _____ Date _____

Annual Review and Reaffirmation

Signature _____ Date _____

Signature _____ Date _____

Signature _____ Date _____

Document Retention Policy & Procedures

Policy:

All short term and long term storage of administrative and financial records are provided in a safe, secure and confidential manner. Depending upon the type of record, the appropriate length of time for retention complies with legal and funder requirements. Records relevant to foreseeable or pending judicial or administrative investigations or proceedings are preserved until the actions are concluded.

Procedures:

Physical Records: At least annually, physical document and files are transferred from active files to inactive storage and retention dates are noted on the files. Confidential files are clearly designated as such. Files in storage are placed in a fire resistant, secure, dry place.

When Files are past retention requirements, documents shall be destroyed in a method that maintains confidentiality (i.e. shredding). Do not place in dumpsters.

Long term storage of electronic records: All electronic files are backed up daily. Backups are moved off-site monthly. The retention periods are consistent with those for physical records.

The following table provides the minimum requirements. This information is provided as guidance in determining your organization's document retention policy.

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank Reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years
Deeds, mortgages, and bills of sale	Permanently
Depreciation Schedules	Permanently
Duplicate deposit slips	2 years
Employment applications	3 years

Expense Analyses/expense distribution schedules	7 years
Year End Financial Statements	Permanently
Insurance Policies (expired)	3 years
Insurance records, current accident reports, claims, policies, etc.	Permanently
Internal audit reports	3 years
Inventories of products, materials, and supplies	7 years
Invoices (to customers, from vendors)	7 years
Minute books, bylaws and charter	Permanently
Patents and related Papers	Permanently
Payroll records and summaries	7 years
Personnel files (terminated employees)	7 years
Retirement and pension records	Permanently
Tax returns and worksheets	Permanently
Timesheets	7 years
Trademark registrations and copyrights	Permanently
Withholding tax statements	7 years

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Whistleblower Policy & Procedures

Policy:

[Name of Organization] encourages employees, volunteers and others related to the organization to report any violation of policy, procedure, or ethics; illegal activity; or other misconduct by employees, volunteers, or others related to the organization. No person who in good faith reports a violation shall suffer harassment, retaliation or adverse employment consequence. An employee, board member, or volunteer who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

Procedures:

Reports can be made directly to the executive director, board chair or vice chair. To the extent that the activity or misconduct involves the executive director the report should be made directly to the board chair or vice chair.

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

The recipient of a complaint will notify the sender and acknowledge receipt of the reported violation or misconduct within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Private Inurement Policy

Introduction

Non-profit charitable, religious, and educational organizations obtain their tax-exempt status under the theory that they perform valuable services for society and lessen the burdens of government. If a tax-exempt organization allows its money or other property to be used for private rather than public gain (i.e., for "private inurement" or "private benefit"), then it risks losing its exemption. In addition, under recently adopted "intermediate sanctions" provisions of the Internal Revenue Code, "disqualified persons" such as CEOs, CFOs, board members, major donors doing work for the exempt organization, etc., who receive "excess benefits" are subject to an excise tax ranging from 25% to 200%, depending on the circumstances. Furthermore, any organizational manager who knowingly facilitates such an excess benefit is subject to a 10% tax.

What is Private Inurement or Private Benefit?

"Private inurement" is the payment or diversion of an exempt organization's assets to its officers, directors, employees, relatives, friends, major donors, or others in a special relationship to the organization who can influence or control the policy or the day-to-day activities of the organization for less than full and adequate consideration.

Private inurement also extends to the use of organizational assets for "private benefits" such as sales, leasing, construction contracts, service transactions, etc., at other than fair market value or the exploitation of the exempt organization for the benefit of a private business (e.g., "sweetheart deals," promotional schemes, and/or giveaways to private individuals or businesses).

Policy:

The purpose of this private inurements policy is to ensure that [Name of Organization] is fulfilling its responsibilities to act as a competent and trustworthy steward of its resources and is behaving in a way that is consistent with the following IRS requirement:

A section 501(c)(3) organization must not be organized or operated for the benefit of private interests, such as the creator or the creator's family, shareholders of the organization, other designated individuals, or persons controlled directly or indirectly by such private interests. No part of the net earnings of a section 501(c)(3) organization may inure to the benefit of any private shareholder or individual. A private shareholder or individual is a person having a personal and private interest in the activities of the organization.

To avoid the conferment of material private inurements or benefits in the types of transactions described above, the organization will enter into transactions solely to benefit the charitable purposes of the organization, rather than for a private party's benefit. The organization will exercise due diligence to ensure that any proposed transaction is fair and reasonable. This means that the organization could not have obtained a more advantageous arrangement with reasonable effort.

The organization will ensure that the intent of this policy is carried out by:

- Screening proposed transactions through the applicable boards, advisory boards, and committees, and other processes set out in the organization's procedures
- Taking care that organizational policies and procedures pertaining to the signing of contracts are followed. (For example, the board may require contracts in excess of a certain amount or duration to be executed by the board rather than the executive director.)

- Putting in place additional procedures that may apply in connection with contract bids for building construction, renovation and repair projects.

SECTION 4: RESOURCES

Board Development

<http://www.boarddevelopment.org/>

A program of United Way of Canada - Centraide Canada, this site offers an abundance of good practices in governance and includes checklists, forms, documents, and tools.

Boardnet USA

www.boardnetusa.org/public/home.asp

Boardnet USA connects people looking for board positions with organizations looking for board members. The site enables boards to reach people they normally wouldn't have connections to in order to strengthen their boards, and offers a way for people to find potential organizations on which to serve as board members.

BoardSource

<http://www.boardsource.org>

The website provides solutions, leadership tips, and governance information about board-related issues such as accountability and transparency to increase board capacity. While membership is not free, certain articles and essential research data can be downloaded at no charge.

United Way of King County's Board Connections

<http://www.volunteersolutions.org/uwkc/>

Current board and board committee opportunities in the Seattle/King County area. Created by United Way of King County to help people find the board opportunities that best suit individual needs and interests.

Board Café

www.boardcafe.org

CompassPoint Not-for-profit Services

www.compasspoint.org

[The Nonprofit Manager's Library](#) includes a section on [Boards of Directors](#). Visitors can view sample job descriptions for board members, guidelines for recruiting members, and so on.

The Nonprofit Good Practice Guide, which provides more than 7,000 tips and resources organized into ten topic areas, has a [section on nonprofit board governance](#).

Alliance for Nonprofit Management

www.allianceonline.org

Independent Sector

www.independentsector.org/programs/gr/NCDmain.html

EXHIBIT “B”

MOU Examples

Pittsburgh Parks Conservancy (Pittsburgh, PA)



Cooperation Agreement Renewal And Extension

Made this 12th day of December 2011

BY AND BETWEEN

THE CITY OF PITTSBURGH, Department of Parks and Recreation

Hereinafter referred to as "City"

AND

The PITTSBURGH PARKS CONSERVANCY, INC.

Hereinafter referred to as the "PPC"

WITNESSETH:

WHEREAS, Pursuant to Resolution No. 285 of 1998, approved May 29, 1998 and effective May 29, 1998, the City entered into a Cooperation Agreement (the "Cooperation Agreement"), dated April 10, 2000, with the PPC to establish an alliance to provide improvements, special care, and restoration for the City's four regional parks; and

WHEREAS, the Resolution No. 285 and the Cooperation Agreement provide for a limited term; and

WHEREAS, the Cooperation Agreement expressly provides that it "may be renewed upon mutual written agreement of the parties"; and

WHEREAS, the PPC and the City now wish to renew and extend the Cooperation Agreement to reflect their desire and intention to continue to cooperate in preserving, restoring, improving, and maintaining the City's regional parks and such other parks as may be specified by the City.

NOW; THEREFORE, in consideration of the mutual premises and intending to be legally bound hereby, the parties hereto agree as follows:

I. Initial Renewal Term

The Parties agree that the term of the Cooperation Agreement shall be renewed and extended through and including December 31, 2020.

II. Automatic Annual Renewal After Initial Renewal Term

Starting on January 1, 2021, and on each January 1st thereafter unless and until a timely notice of intent to terminate has been provided by either party, the Cooperation Agreement shall automatically be extended by one year. As specified in Paragraph XVIII of the Cooperation Agreement, a terminating party must give the other party six months advance written notice of its intent to terminate.

III. Cooperation Agreement Remains In Effect

In all other respects, the terms of the original Cooperation Agreement shall remain in effect, except that certain provisions are hereby amended as follows:

A. The preamble to Article I is hereby amended to read:

For the purposes of this Agreement, City approval or notice to the City shall be accomplished by written notice to the Mayor and the Directors of Parks and Recreation, City Planning, and Public Works. In all references to "City" herein, the City shall be defined as the Mayor and the Directors of Parks and Recreation, City Planning, and Public Works. The Mayor shall obtain such approval of City Council to the extent required by Resolution 285 of 1998, effective May 29, 1998, attached hereto as Exhibit "A".

B. Section I.A.1.e is hereby amended to read:

The Conservancy shall prepare and present to the City a proposed strategic plan for the Regional Parks for the City's review. To this end, the City and the Conservancy hereby establish that the Conservancy shall schedule quarterly or as-needed meetings of the Parks Oversight Committee, which will create an ongoing forum during which the Conservancy shall update the City on the progress of current projects and concepts of future projects. The Oversight Committee shall consist of the Conservancy and City staff authorized by the Mayor and the Directors of Parks and Recreation, City Planning, and Public Works to be representatives of the City on this Committee.

C. Section I.A.1.h. is hereby amended to read:

The Conservancy shall make its best efforts to communicate to community-based organizations and property owners adjacent to the four (4) Regional Parks about any plans or activities affecting changes in the parks. Prior to the Conservancy's communication to any community group regarding any planned changes or activities in the parks, the City Planning Department shall be consulted and involved in the planning process in regard to public meetings, existing community groups and engagement. The Conservancy and the City Planning Director shall agree on a standard process for such consultation and involvement. Attached hereto as Exhibit A is the General Project Protocol, which is subject to revision by mutual consent of the parties during the term of this Cooperation Agreement. It is understood that this process is not meant to and does not supersede any City Code or other approval requirements of applicable Commissions (as may be amended from time to time).

IV. Authorizing Resolution

This Amendment is authorized pursuant to Resolution No. 364, effective May 26, 2011.

[The remainder of this page is intentionally left blank.]

IN WITNESS WHEREOF, the parties have duly executed this Agreement the day and year first above written.

City of Pittsburgh

Attest:

Laurie Dierker

By: Luke Ravenstahl
Luke Ravenstahl, Mayor

Department of Parks and Recreation

Iskra Likoon

By: Michael T. Radley
Director, Mike Radley

Department of Public Works

Debbie Byrne

By: Robert Kaczorowski 2/1/12
Director, Robert Kaczorowski

Department of City Planning

Meredith Gray

By: Noor Ismail
Director, Noor Ismail

Pittsburgh Parks Conservancy, Inc.

Richard R. Rude

By: Mary M. Cheever
President & CEO, Mary M. Cheever

Examined: Up Hultin

Associate City Solicitor

Approved as to form by: Michael E. James

City Solicitor

Countersigned by: Michael E. James

City Controller

3-9-12

49506



EXHIBIT A: GENERAL PROJECT PROTOCOL

For each Project being proposed by the Conservancy, it will strive to follow the following protocol:

1. Present Project idea to City Directors of Public Works, Planning, and Parks and Recreation for initial conceptual approval of plans and location.
2. Engage affected community groups by making them aware of the Project plans in concert with City Planners and other City staff as needed.
3. Present Project conceptual and subsequent final designs and plans of projects to the pertinent City Commissions (e.g. members of Art Commission) who have purview over the proposed Project/location.
4. Coordinate with affected City department(s) that will be drafting/presenting a resolution to City Council authorizing the relevant Project Agreement.
5. Work with affected City Departments to draft and execute a Project Agreement, subject to approval of applicable Directors and the City Solicitor.
6. Upon completion of the Project, provide as-built documents to the City Directors of Public Works, Planning, and Parks as well as any pertinent Commissions that may require said documentation.

COOPERATION AGREEMENT

MADE April 10,, 2000.

B
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N

the **CITY OF PITTSBURGH**, a municipal corporation of the Commonwealth of Pennsylvania ("City")

AND

THE PITTSBURGH PARKS CONSERVANCY, INC., a non-profit corporation, organized and existing under the laws of the Commonwealth of Pennsylvania ("Conservancy"), with its principal place of business located at 242 McKee Place, Pittsburgh, PA 15213.

WHEREAS, the Department of Parks and Recreation and the Department of Public Works of City, through their respective Directors and subject to the supervision of the Mayor, are responsible for the care, management and control of all lands, buildings and recreational activity in City parks pursuant to Article XI, Sections 471.01 et seq., of the Pittsburgh Code of Ordinances; and

WHEREAS, the City's regional parks, which consist of Schenley Park, Frick Park, Highland Park and Riverview Park (hereinafter referred to as the "Regional Parks"), are major assets of the City requiring a high level of maintenance and management commensurate with their value and importance to the greater Pittsburgh area, and are in need of long-range planning and funds to implement said planning for their future stability and development; and

WHEREAS, the Conservancy is an organization whose principal purpose is to preserve, restore and maintain the Regional Parks and to raise money to finance capital improvement projects, coordinate volunteer activity and foster greater appreciation for the Regional Parks through special programs and events; and

WHEREAS, the Conservancy and City wish to form an alliance, in effect a public/private partnership, which will complement and augment the City's ability to operate, maintain and enhance the attractiveness of the Regional Parks.

NOW, THEREFORE, the parties hereto agree as follows

I. CONSERVANCY'S AND CITY'S DUTIES AND RESPONSIBILITIES:

For purposes of this Agreement, City approval or notice to the City shall be accomplished by written notice to the Mayor and the Directors of Parks and Public Works. The Mayor shall obtain such approval of City Council to the extent required by Resolution 285 of 1998, effective May 29, 1998, attached hereto as Exhibit "A".

A. Subject to the City's approval, the Conservancy shall do as follows:

1. PROJECT FUNDING, APPROVAL & MANAGEMENT

- a. The Conservancy shall provide professional advice to the City concerning the preservation, maintenance, improvement, protection and restoration of the Regional Parks. At Council's request, the Conservancy will appear before it during the annual operating and capital budget proceedings to comment on Council's proposed operating and capital budgets as they relate to the Regional Parks.
- b. The Conservancy shall obtain and apply revenues to fund capital projects and operational programming approved by the City for the Regional Parks (the "Projects"). The Conservancy shall solicit funds from private and governmental donors and shall expend those funds, including any City funds it receives, for the sole purpose of preserving, restoring, maintaining, and improving the Regional Parks, and educational activities related thereto. Before beginning any solicitation, the Conservancy shall inform the City of such plans. It shall also inform the City on a regular basis of its planned and actual expenditures and disbursements.
- c. For each Project, the Conservancy shall enter into a project agreement with the City complying with the terms herein (a "Project Agreement.") The term "Project Agreement" may also include a Lease Agreement incorporating the terms herein.

- d. With regard to all capital projects and other programs that are applicable to the Regional Parks, the Conservancy shall have final authority over the actual disbursement of its own funds for any particular project or program; however, such authority does not supercede City's right of final approval over all aspects of proposed Projects before any action is taken by the Conservancy.
- e. The Conservancy shall prepare and present to the City a proposed strategic plan for the Regional Parks for the City's review.
- f. The Conservancy may establish and manage projects that benefit the Regional Parks, such as rehabilitation of land and facilities, beautification, sightseeing tours, nature excursions, design of recreational sites, and educational activities.
- g. Programming decisions for activities in the Regional Parks should be made in consultation with the City. All proposed program fees for such activities should be presented to and approved by the City prior to any assessment thereof. Waivers releasing the City from liability in regard to such activities will be used.
- h. The Conservancy shall make its best efforts to communicate to community-based organizations and property owners adjacent to the four (4) Regional Parks about any plans or activities affecting changes in the parks. The City Planning department shall provide relevant names and addresses.
- i. To the extent possible or deemed appropriate by the City, and should additional resources be available, the Conservancy shall review park operations in non-regional parks and assist in the improvements in the capital and operational needs of these neighborhood park areas.

2. OWNERSHIP BY CITY

- a. Any improvements undertaken by the Conservancy pursuant to this Agreement, including, but not limited

to, construction, landscaping, plantings and installations, shall become the property of City upon completion. The parties hereto shall reach a mutually satisfactory agreement as to control and maintenance of said improvements prior to the commencement of work on a Project.

- b. Nothing contained in this Agreement shall have the effect of relinquishing to the Conservancy the ultimate control and authority of City over the Regional Parks; nor shall this Agreement have the effect of transferring to the Conservancy any right, title or interest of City in and to the Regional Parks.

3. AFFECT ON BARGAINING UNIT WORK & OTHER PROJECTS

- a. The services, projects and professional advice which the Conservancy provides pursuant to this Agreement shall complement and augment existing City functions and shall in no way replace or offset any programs or services of City in violation of a collective bargaining agreement. In the event that the City determines that any work of the Conservancy does or may replace or offset an existing City function in violation of a collective bargaining agreement, the City may request that the Conservancy immediately cease said work.
- b. If Conservancy has undertaken a Regional Parks project pursuant to this Agreement, which partially or wholly overlaps a Regional Parks project of another organization or person rendering a service to the City, the City will work with both the Conservancy and such organization to accomplish a solution of mutual benefit to the City, the Conservancy, and the organization. However, at the City's request and upon sixty (60) days advance written notice from the City, the Conservancy shall cease such project, or part thereof, that conflicts with or duplicates the project of such other organization or person.
- c. The City and the Conservancy acknowledge that the Projects contemplated by this agreement are described herein only in general terms. Prior to the

commencement of a Project, a detailed proposal of the work anticipated shall be forwarded to the City for review. To the extent any Project or portion thereof would give rise to a violation of a collective bargaining agreement for City of Pittsburgh employees, the City will give notice to the bargaining unit representative. The City will either request that the Conservancy comply with any lawful terms and conditions imposed under the collective bargaining agreement in the performance of such work or obtain an appropriate waiver from the bargaining unit.

4. EMPLOYEE STATUS

Neither the employees of the Conservancy nor those of the City shall be deemed to be employees or agents of the other entity; under the supervision of the relevant City Director, employees of either party may work in collaboration with the other party's employees.

5. APPOINTMENT OF BOARD MEMBERS

Conservancy by-laws shall provide for the appointment of various ex-officio members to its board of directors as well as for the appointment of certain other directors by the Mayor. In particular, the appointment of at least 5 Board members shall be the power of the Mayor with the confirmation of City Council. In addition, ex officio members of the board shall include the Mayor, the Director of the City's Department of Parks and Recreation, the Director of the Department of Public Works and the Director of City Planning.

- B. The City shall keep the Conservancy apprised of any plans the City has formed to conduct events or projects in the Regional Parks; the City shall consider, but shall not be obligated to implement, any suggestions the Conservancy may make in regard to such plans.

II. TERM OF AGREEMENT: The term of this Agreement shall be for the longer of ten years, commencing upon the date first above written, or until such time as a Project Agreement is outstanding pursuant to the terms hereof. This Agreement may

be renewed upon mutual written agreement of the parties.

III. **COST OF ACTIVITIES:** The Conservancy's work and activities, as well as those of any of its agents, shall be performed at no cost or fee to the City. City shall have no obligation to compensate the Conservancy for the performance of any services hereunder.

IV. **MONITORING AND EVALUATION:** All services provided under this Agreement shall be subject to monitoring and evaluation by City or its authorized representatives. Conservancy shall supply City with written reports on program activity, in a form approved by City, as City may, from time to time, require. Conservancy shall provide City with such additional information and data as may be periodically required by federal or state authorities, or by City itself. Authorized representatives of City shall have access to the books and records maintained by Conservancy with respect to any services or materials provided to City pursuant to this Agreement at all reasonable times and for all reasonable purposes, including, but not limited to, inspecting and copying any books, records, memoranda, checks, correspondence or other relevant documents. All such books and records shall be preserved by Conservancy for a period of three (3) years after the termination of this Agreement.

V. **RIGHTS IN DATA; COPYRIGHTS; DISCLOSURE:**

a. Definition. The term "data", as used in this Agreement, includes written reports, studies, drawings, or other graphic, electronic, chemical or mechanical representations.

b. Rights in data. All data developed pursuant to this Agreement which involves the rehabilitation or improvement of land or facilities in the Regional Parks or plans with respect thereto shall belong solely and exclusively to City, and City shall have the full right to use such Data for any official purpose and in whatever manner is deemed desirable and appropriate, including making it available to the general public. Such use shall be without any additional payment to or approval by Conservancy. City shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, any such Data. Data involving the Conservancy's solicitation of funds and other information with respect to Conservancy's donors shall not be included within this paragraph.

c. Copyrights. No Data, as defined above in subparagraph b, shall be subject to copyright by Conservancy in the United States of America or in any other country. Conservancy hereby relinquishes, or shall cause to be relinquished, any and all copyrights and/or privileges to such Data without any additional payment to Conservancy therefore. Conservancy agrees at the request of the City to include a copyright notice indicating the date of publication and identifying City as the owner in any such Data.

VI. CONFIDENTIALITY: Conservancy agrees not to divulge or release any information or data developed or obtained in conjunction with any aspect of its performance under this Agreement, unless such information or data was prepared with the intention of being released to the public for educational or informational purposes, or to donors or prospective donors for the purpose of soliciting donations, except to authorized City personnel or upon prior written approval of the Director of the Department of Parks and Recreation of City.

VII. WORKER'S COMPENSATION: For each Project Agreement, Conservancy must certify that it has accepted the provisions of the Worker's Compensation and Occupational Disease Acts, as amended and supplemented, insofar as the work covered by this Agreement is concerned, and that it has insured its liability thereunder in accordance with the terms of the said Acts, and will deliver a certificate of insurance to the City or evidence that it has duly filed a proper certificate of exemption from insurance with the Pennsylvania Department of Labor and Industry. Until it has delivered such a certificate of insurance or evidence of an exemption to the City for each Project, the Conservancy shall not conduct any on-site activity within the Regional Parks.

VIII. COMPLIANCE WITH LAWS: Conservancy shall fully obey and comply with all laws, ordinances, resolutions, and administrative regulations which are or should be applicable to any work performed under this Agreement. Conservancy shall also comply with all applicable terms and conditions of any wills, deeds or other instruments governing the Regional Parks.

IX. ANTI-DISCRIMINATION: In each Project Agreement, Conservancy shall agree not to discriminate in its employment on the basis of race, color, religion, ancestry, national origin, place of birth, sex, age, disability, non-job related handicap, or sexual orientation during the term of this Agreement. For each Project Agreement, Conservancy shall also comply with the applicable provisions of the Pittsburgh Code, Title Six - Conduct, Article V-Discrimination, and any amendments thereto. For each Project Agreement, Conservancy shall further comply with the applicable provisions of Title I and Title II of the Americans with Disabilities Act, any amendments thereto and any regulations issued thereunder. For each Project Agreement, Conservancy shall also incorporate in any subcontracts which may be permitted under the terms of this Agreement a requirement that said subcontractors also comply with the provisions of this Section.

X. ASSIGNMENT: SUBCONTRACTING: Conservancy shall not assign this Agreement or any right to monies to be paid hereunder without the written consent of City. None of the services covered by this Agreement shall be subcontracted without the prior written approval of City.

XI. INTERPRETATION: In the event of any dispute as to the interpretation of the terms of this Agreement, the decision of the Director of the Department of Parks and Recreation shall be final.

XII. INSURANCE: The Conservancy shall maintain insurance in the amount specified in this Section and shall keep the City as an additional insured on such policy for each Project throughout the term of the Project Agreement. Upon receipt of such insurance, the Conservancy shall deliver to the City a certificate of insurance duly executed by the officers or authorized representatives of a responsible and non-assessable insurance company, evidencing the following minimum coverages and specifically identifying City as an additional insured on any policy of general liability insurance, which insurance shall be noncancellable, except upon thirty (30) days prior written notice to City:

	<u>Individual Occurrence</u>	<u>Aggregate</u>
General Liability		
Bodily injury, including death	\$1,000,000	\$1,000,000
Real and Personal Property Damage	\$1,000,000	\$1,000,000

Worker's Compensation

Statutory Limits

All premiums shall be at the expense of Conservancy. Until it has delivered the certificate of insurance to the City, the Conservancy shall not conduct any on-site activity within the Regional Parks.

All policies must be made on an occurrence basis. Claims-made policies are not acceptable. In the event that the term of said insurance shall expire prior to the expiration of the term of this Agreement or any Project or the completion of all services required hereunder, whichever shall occur later, Conservancy shall renew said insurance in a timely manner and shall promptly cause a certificate of insurance evidencing such renewal, and also identifying City as an additional insured, to be forwarded to the Director of the Department of Parks and Recreation.

XIII. DEBARMENT: Conservancy warrants that it is not prohibited from entering into this Agreement with the City by reason of disqualification under subsection (b) of Section 161.22 of the Pittsburgh Code. An affidavit certifying compliance with this Section is attached hereto as Exhibit "B" and incorporated into and made a part of this Agreement.

XIV. GOVERNING LAW: This Agreement shall, in all respects, be governed by the laws of the Commonwealth of Pennsylvania.

XV. INDEMNITY: For every Project Agreement entered into pursuant to this Agreement, Conservancy hereby agrees to indemnify, save and hold harmless, and defend City, its officers, agents and employees from and against all liens, charges, claims, demands, losses, costs, judgments, liabilities, and damages of every kind and nature whatsoever, including court costs and attorney's fees arising by reason of: the performance by Conservancy of any services under this Agreement; any act, error or omission of Conservancy or of an agent, employee, licensee, contractor or subcontractor of Conservancy; and any breach by Conservancy of any of the terms conditions or provisions of this Agreement. In every Project Agreement, Conservancy shall indemnify and save harmless the City of Pittsburgh against and from any and all claims, demands, actions, causes of action, suits and all other liabilities arising from or growing out of personal injuries or death to any person, including Conservancy or its employees, or property damage suffered by any person, including Conservancy and its employees, whether the same results from the actual or alleged negligence of the City or its employees or otherwise, it being the intent of this provision to absolve and protect City of Pittsburgh from any and all loss by reason of the premises or anything related in any way whatsoever to the contract.

XVI. FURTHER ASSURANCES: The parties covenant and agree to perform, execute and deliver, or cause to be performed, executed and delivered, any and all such further acts, instruments, and assurances as either party may reasonably require of the other party for the purpose of or in connection with perfecting the transactions contemplated herein.

XVII. AMENDMENT: This Agreement contains all terms and conditions agreed upon by the parties hereto, and no other agreement, oral or otherwise, regarding the subject matter of this Agreement, shall be deemed to exist or to bind any of the parties hereto. This Agreement may not be changed, modified, discharged or extended except by written amendment, duly executed by the parties.

XVIII. TERMINATION: City or the Conservancy may terminate this Agreement at any time, without cause or liability, by giving the other party one hundred eighty (180) days advance written notice of its intention to terminate. In the event of termination, any other agreements between the parties hereto, including Project Agreements, regarding maintenance and management of projects or improvements shall not automatically terminate, unless specifically stipulated in said agreements.

XIX. HOME RULE CHARTER: This Agreement and any Project Agreements entered into pursuant hereto is subject to the provisions of the Pittsburgh Home Rule Charter.

XX. AUTHORIZING RESOLUTION: This Agreement is entered into by the City of Pittsburgh pursuant to Resolution No. 285 of 1998.

IN WITNESS, WHEREOF, the parties have duly executed this Agreement on the day and year first above written.

ATTEST:

M. Linda Gungewere

Francis Knight

Tracy Whitwood

CITY OF PITTSBURGH

BY: [Signature]
Mayor

BY: [Signature]
Director, Parks and Recreation

BY: [Signature]
Director, Public Works

ATTEST:

Albert S. Lopez

THE PITTSBURGH PARKS
CONSERVANCY, INC.

BY: [Signature]

TITLE: Chairman of the Board

TAX I.D. NO. 23-2882145

EXAMINED BY:

[Signature]
Assistant City Solicitor

APPROVED AS TO FORM:

[Signature]
City Solicitor

EXHIBIT B

COMMONWEALTH OF PENNSYLVANIA)
)
COUNTY OF ALLEGHENY)

SS:

DEBARMENT AFFIDAVIT

BEFORE ME, the undersigned authority, personally appeared MARLEE S. MYERS,
who, being duly sworn according to law, and under penalty of perjury, deposes and
says that neither ^{SHE}he nor, to the best of ^{HER}his actual knowledge, information or belief,
THE PITTSBURGH PARKS CONSERVANCY, INC. or any affiliated individual is
prohibited from entering a bid or participating in a City of Pittsburgh contract by reason
of disqualification as set forth at Pittsburgh Code §161.22(b).

Marlee S. Myers
Name: MARLEE S. MYERS
Title: CHAIRMAN OF THE BOARD

SWORN TO and subscribed
before me this 10TH DAY of
APRIL, 2000

Alice M. Steigerwald
Notary Public

(SEAL)

Notarial Seal
Alice M. Steigerwald, Notary Public
Pittsburgh, Allegheny County
My Commission Expires May 20, 2000
Member, Pennsylvania Association of Notaries

RESOLUTION

AUTHORIZING THE MAYOR, THE DIRECTOR OF THE DEPARTMENT OF PARKS AND RECREATION AND THE DIRECTOR OF THE DEPARTMENT OF PUBLIC WORKS TO ENTER INTO AN AGREEMENT OR AGREEMENTS WITH THE PITTSBURGH PARKS CONSERVANCY TO UTILIZE THE LATTER ORGANIZATION'S FUND-RAISING AND PLANNING CAPABILITIES FOR THE BETTERMENT OF THE CITY'S FOUR REGIONAL PARKS: FRICK, SCHENLEY, HIGHLAND AND RIVERVIEW.

~~Revised by the Council of the City of Pittsburgh as follows:~~

~~Section~~

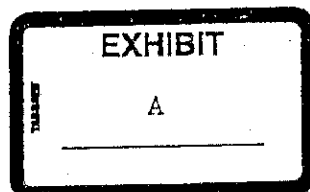
WHEREAS, the said regional parks are in need of infrastructure improvements, special care and restoration so that they may reach their optimum potential as major recreational facilities attracting citizens from a wide geographic area; and

WHEREAS, the Pittsburgh Parks Conservancy is a non-profit corporation whose purpose is to solicit money from both government and private sources to provide funds for the construction of improvements in and the repair and restoration of the four regional parks in the City; and

WHEREAS, the City wishes to establish an alliance with the Pittsburgh Parks Conservancy whereby the aforesaid improvements to the regional parks may be accomplished through a cooperative effort.

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PITTSBURGH AS FOLLOWS:

- ON 1. The Mayor, the Director of the Department of Parks and Recreation and the Director of the Department of Public Works are authorized to enter into an Agreement or Agreements, in such form as shall be approved by the Solicitor, with the Pittsburgh Parks Conservancy to establish an alliance between the City and Conservancy and to permit the Conservancy to carry out its mission of restoring and improving the City of Pittsburgh's four regional parks, Frick, Schenley, Highland and Riverview, through fund-raising, planning and related activities.



SECTION 2. The final cooperation agreement pursuant to this Resolution shall include the following amended language :

- (1) The agreement shall be for a ten year period. (page 4, number 2).
- (2) City Council as a legislative body will be specifically mentioned where the agreement presently only refers to the Mayor or City (page 2, (1) b, c, d, e, f).
- (3) The appointment of the Chairman of the Board, Executive Director and at least 5 Board members shall be the power of the Mayor with the confirmation of City Council (Page 4, (1) n).
- (4) The Conservancy shall issue an annual report of its activities to the public and City Council and shall appear before City Council during the annual operating and capital budget proceedings. City Council specifically requests the Conservancy to comment on both the operating, maintenance and capital budgets as they relate to Highland, Riverview, Schenley and Frick Parks (Page 2 (1) b).
- (5) Add phrase: "The Conservancy shall make its best efforts to communicate to community based organizations and property owners adjacent to the 4 regional parks about any plans or activities affecting changes in the parks. The City Planning Department shall provide relevant names and addresses.
- (6) To the extent possible or deemed appropriate, and should additional resources be available, the Conservancy shall review park operations in non-RAD funded parks and offer suggestions for assist in the improvements in the capital and operational needs of these neighborhood park areas.

SECTION 3. Any Resolution or Ordinance or part thereof conflicting with the provisions of this Resolution is hereby repealed so far as the same affects this Resolution.

SECTION 3. That any Resolution or Ordinance or part thereof conflicting with the provisions of this Resolution is hereby repealed so far as the same affects this Resolution.

Enacted in Council, this 18th day of May A.D. 1998

Bob O'Connor
President of Council

ATTEST: John R. Mascio
Clerk of Council

MAYOR'S OFFICE May 26, 1998

APPROVED: _____ Tom Murphy
Mayor

ATTEST: M. Linda Gangewere
Mayor's Secretary

Recorded in Resolution Book, Vol. 132 Page 234 29th day of May, 1998

EFFECTIVE DATE: MAY 29, 1998

I HEREBY CERTIFY THAT THE ABOVE
IS TRUE AND CORRECT

Linda M. Johnson-Wheeler
CITY CLERK

EXHIBIT “C”

2011 Historic Fourth Ward Park Conservancy Strategic Plan

Historic Fourth Ward Park Conservancy

Strategic Plan

November 2011

DRAFT

Table of Contents

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Indicators & Goals	5
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Definitions

Atlanta BeltLine	ABI
Atlanta Police Department	APD
City of Atlanta	COA
Department of Parks Recreation and Cultural Affairs	DPRCA
Department of Watershed Management	DWM
Executive Director	ED
Historic Fourth Ward Park	H4WP
Old Fourth Ward Patrol	O4W Patrol
Park Atlanta Rescue Coalition	PARC

HISTORIC FOURTH WARD PARK CONSERVANCY

Introduction

Who We Serve

We serve the community: neighborhood residents, customers, owners and employees of nearby businesses, and visitors to Historic Fourth Ward Park and its active features.

Vision Statement

Growing a great park that builds community.

Mission Statement

The Historic Fourth Ward Park Conservancy is a nonprofit organization with broad-based community support. We are dedicated to enhancing the maintenance, security and beauty of the park while advocating the full realization of the park plan.

History

In spring of 2003, a small group of concerned citizens convened to discuss storm water issues in Atlanta's Old Fourth Ward (OFW), particularly in the Clear Creek basin south of City Hall East. The group studied the question of how an above-ground stormwater detention pond could be both a sustainable solution and a potential catalyst for transforming this already-densifying area into a greener, higher-quality urban environment. The vision that evolved was not a solution focused solely on storm water, but on its total impact on quality of life for the surrounding neighborhood.

From this vision, Historic Fourth Ward Park was conceived. By fall of 2003, a concept plan had been created to aid potential stakeholders. This rendering illustrated a large urban greenspace with a stormwater detention pond as its central amenity, surrounded aesthetically by medium and high density residential development.

The proposed park would not only address the stormwater problem and help relieve the dire need for greenspace in the O4W, it would serve as a hub linking the O4W with Midtown, Downtown, Virginia Highland, Poncey-Highland, Inman Park and the BeltLine. The park's political and cultural significance went beyond mere connectivity; this park would link neighborhoods historically separated by racial and economic as well as physical barriers.

True to its community origins, the original group of supporters has morphed and grown, obtaining 501(c) 3 status in 2008 as the **Historic Fourth Ward Park Conservancy**. Through significant public/private partnership, Historic Fourth Ward Park (H4WP) has become the Atlanta BeltLine's first new park, winning accolades and a UDC award for its innovation and design excellence. Officially opened in 2011, H4WP is a celebrated addition to Atlanta's urban landscape that will become more beautiful with time. The Historic Fourth Ward Park Conservancy is now entrusted with developing, preserving and maintaining the Park's sustainability on many levels – environmental, social, cultural and financial – extending its reach toward a thriving and engaged community.

Historic Fourth Ward Park Conservancy Strategic Plan – Results Driven

The strategic direction and goals included in this plan are the Historic Fourth Ward Park Conservancy's response to its understanding of the role the park serves within the community as a recreational, social and environmental education resource. As park steward, the Historic Fourth Ward Park Conservancy will assume a leadership role in working with a broad array of community resources and will implement measures to actively engage more volunteers in support of its mission.

The **Strategic Plan** is a framework within which the Conservancy can pursue its mission based on concrete goals and key performance indicators. The use of goals tied to indicators ensures that the Conservancy and the communities it serves continue to benefit from the Conservancy's existence. The Strategic Plan presents a three-year roadmap for strengthening park stewardship and advancing the Conservancy's organizational development. Conservancy Board members and staff will review progress quarterly and update the plan annually to make certain that these efforts remain aligned with the Conservancy's mission.

Process

The Strategic Planning Committee (consisting of the board members and staff) met over the course of six months to reflect on the organization's approach to its work and to refine the mission, vision and core operating values. Neil Sklarew, Senior Consultant with the Georgia Center for Nonprofits, facilitated the strategic planning process. Committee members surveyed neighborhood groups in the information gathering environmental scan which set the stage for a work session of the full board during which the Conservancy's strategic direction was defined. A core group from the Board helped coordinate the planning process and provided important support and analysis to complete this plan. [An overview of the full process and timeline is presented in the Appendix]

Our Focus

With a fresh perspective on our mission and understanding of whom we serve, the Historic Fourth Ward Park Conservancy will pursue a strategic direction based on the following core elements:

- Advocacy
- Maintenance
- Fundraising
- Events & Programs
- Community Engagement

The detailed goals and strategies presented in the following sections are intended to drive the Conservancy's mission toward the realization of tangible results within the park and the community.

HISTORIC FOURTH WARD PARK CONSERVANCY

Indicators & Goals

Impact:

An enriched, more livable, diverse community that is connected by a shared experience

	Indicators	Goals
1	Number of visitors to the park	Establish a base line for number of visitors to the park in September-October 2011, and increase that number by 200% by September-October will 2014
2	Diversity of park visitors	Visitors to the park will reflect the diversity of the community in 2014
3	Number of hits on the website and number of friends on face book	Establish a baseline for number of website hits and number of Facebook friends in 2011, and increase that number by 500% at end of 2014
4	Number of Conservancy members	Increase the number of Conservancy members from 100 in 2011 to 500 in 2014
5	Number of Conservancy major supporters who contribute \$5000 or more	Increase the number of Conservancy supporters who give \$5000 or more from 2 in 2011 to 10 in 2014
6	Number of permitted events in the park and the number of people who attend these	Establish a baseline for the number of permitted park events and the number of people who attend those events in July-December 2011, and a goal for these measures in 2014
7	Number of new housing units and a percent of DCA affordable units	Establish a baseline for the number of new housing units in 2011, and a percent increase in 2014 with a minimum of 10% of those to be DCA affordable units

8	Number of restaurants bordered by Ponce, Freedom Parkway, North Highlands and Parkway	Increase the number of restaurants bordered by Ponce, Freedom Parkway, and North Highland by 200% in 2014
9	Percent occupancy of real estate within the Fourth Ward	There will be 90% occupancy of real estate in the Fourth Ward in 2014

Impact:

People will be informed about the story of the park and its purpose

Indicators		Goals
10	Number of public presentations & people who attend those presentations	Make 8-10 public presentations to 300 total people about the park annually through 2014
11	Number of media stories that do features on the park	Have 8-10 media stories that do features on the park between 2011-2014
12	Number of awards that recognize the park for its excellence	Receive 6-8 awards that recognize the park for excellence between 2011-2014

Impact:

People will enjoy a comfortable, welcoming and well-maintained park

Indicators		Goals
13	Major incidents on a police report	Have no major incidents at the park on a police report through 2014
14	Percent of visitors who indicate the park is safe and well-maintained	95% of visitors to the park will indicate that the park is safe and well-maintained by 2014
15	Park will be maintained to a metric	The park will be maintained to a national standard metric by 2014

Impact:

Individuals will experience physical, emotional and mental well-being

Indicators

Goals

16

Percent of visitors indicate that they experience a sense of well-being from their visit to the park

90% of visitors will indicate that they experience a sense of well-being from their visit to the park

HISTORIC FOURTH WARD PARK CONSERVANCY

Strategies

Strategy

Develop a program to monitor and advocate for consistently excellent park maintenance

key action

year 1 objectives

year 3 objectives

1.
Work with Park Pride and other groups to advocate for our park

- Attend PARC meetings
- Establish a small group to conduct and fill out monthly park inspection reports

2.
Engage with Kevin Burke at ABI to understand current maintenance program

- Understand issues and challenges of maintaining the Historic 4th Ward Park.

3.
Engage with appropriate City departments

- Establish good working relationships with each appropriate city entity
- Have well-established relationships with all pertinent city entities
- Have well-developed relationships with DPRCA and DWM representatives
- Atlanta City Council is a strong advocate for park maintenance

4.
Work to shape the Conservancy's role for maintenance of the park

- Understand current maintenance standards and practices
- Establish Conservancy role in park maintenance
- Update and implement Conservancy role
- Develop a comprehensive maintenance plan in conjunction with the city (supplementing city services and influencing city funding)
- Identify specific tasks that the Conservancy can do and implement these

Strategy

Raise enough money to ensure our ability to implement programs and projects identified in the strategic plan

key action

year 1 objectives

year 3 objectives

1. Secure corporate sponsorships and major donors. (those who contribute \$5,000.00 or more)	<ul style="list-style-type: none">• Secure \$20,000 from major supporters in new donations	<ul style="list-style-type: none">• Secure \$50,000 from major supporters in new donations
2. Identify and pursue specific grants that benefit and advance the Conservancy's mission.	<ul style="list-style-type: none">• Establish a grant committee that will pursue at least one grant.	<ul style="list-style-type: none">• Pursue more grants – establish an annual process. Initiate the development of a capital fund for park facilities/elements.
3. 100% financial participation by board members.	<ul style="list-style-type: none">• Each board member responsible for raising or donating \$500.00.	<ul style="list-style-type: none">• Each member raise or donate \$1,000.00
4. Promote membership growth.	<ul style="list-style-type: none">• Increase the number of members to 200	<ul style="list-style-type: none">• Grow membership base by 500 members
5. Generate earned income.	<ul style="list-style-type: none">• Increase event income generated from the annual event	<ul style="list-style-type: none">• Develop a plan to own/lease a facility or building within the park

Strategy

Strengthen Infrastructure

key action

year 1 objectives

year 3 objectives

1.
Develop staff and volunteer base

- Hire one full-time staff member
- Accumulate 100+ volunteer hours

- Hire a full-time Executive Director.
- Expand our volunteer base.
- Implement operational plan for volunteer program and measure effectiveness.

2.
Develop the board

- Create and refine an efficient organizational structure for the board

- Board members are attracted and cultivated who answer the needs of the Conservancy (time, talent, treasure)

3.
Determine what resources are needed to implement our strategies

- Identify and acquire resource needs, costs and vendors

- Acquire resource needed
- Advocate for a building/venue that could house, for example, a restaurant like Willy's in Piedmont Park
- Produce a visual plan and timetable for strategy implementations

Strategy

Promote safety within the park

key action

year 1 objectives

year 3 objectives

1.
Supplement APD presence and establish a positive relationship with Old Fourth Ward patrol

- Become a sponsor of the O4W Patrol

2.
Maintain open communications with Zone 5 APD Commander

- Promote adequate police presence in the park

3.
Establish and develop the role of the Conservancy in regards to security and safety in the park

- Form a committee to establish role and manage safety
- Identify safety needs
- Establish Conservancy role

- Implement and update safety role as required

4.
Promote use of safety equipment in the skatepark

- Determine and develop safety rules consistent with COA park requirements
- Establish safety policy and procedures for all user groups
- Promote safe use of park facilities through signage and policy statements

Strategy

Community Engagement

key action

year 1 objectives

year 3 objectives

1.
Expand community
partnerships

- Identify external groups interested in park activities

- Establish community partnerships

2.
Continue to develop
government relationships

- Identify and engage legislative and regulatory bodies on developments that will impact the park

- Continue to work with legislative and regulatory bodies

3.
Establish a marketing strategy
and supportive materials

- Develop a plan and begin to implement

4.
Offer free Lunch & Learn tours
to businesses and other groups
in the area

- Identify businesses and groups for lunch and learn
- "X" number of tours conducted

5.
Develop membership
recruitment strategy

- Develop membership strategy
- Identify groups in the city that could have an interest in the park, civic assns, NPU, affinity groups (peds, bikers, runners, skateboarders, etc.)

- Revise membership strategy
- Update list of groups with an interest in the park

6.
Develop a speakers' bureau

- Establish speakers' bureau to meet with identified groups to update them regularly
- "X" number of speaking engagements

- "Y" number of speaking engagements

7. Grow membership	<ul style="list-style-type: none"> • “X” number of memberships 	<ul style="list-style-type: none"> • 500 members
8. Identify legislative & regulatory bodies whose actions will have an impact on the park, neighborhoods (NPU’s), city, county, state, federal	<ul style="list-style-type: none"> • Create a list of all legislative and regulatory groups, by name, with contacts, and purviews of each group 	<ul style="list-style-type: none"> • Update list
9. Develop relationships with legislative and regulatory representatives	<ul style="list-style-type: none"> • Identify relationships to be developed • “X” number of legislative and regulatory relationships formed 	<ul style="list-style-type: none"> • Add relationships to be developed • “Y” number of relationships to be formed
10. Develop legislative and regulatory priorities	<ul style="list-style-type: none"> • Develop a list of legislative and regulatory priorities to be managed for each of these group 	<ul style="list-style-type: none"> • Accomplish legislative and regulatory priorities established
11. Develop marketing strategies	<ul style="list-style-type: none"> • Develop strategies and action timeline to support all committees & Conservancy as a whole • Develop media contact plan for the year • Develop budget for the marketing plan 	<ul style="list-style-type: none"> • Implement strategies and all action plans developed
12. Develop media vehicles to support marketing objectives	<ul style="list-style-type: none"> • Identify media vehicles needed • Begin to develop/create media vehicles needed (print collateral, website, social media, signage, etc) 	<ul style="list-style-type: none"> • Complete development of marketing vehicles needed to support strategy
13. Develop media stories about the park	<ul style="list-style-type: none"> • Develop 2-3 media stories about the park 	<ul style="list-style-type: none"> • Develop 8-10 media stories about the park

Strategy

Events and programming

key action

year 1 objectives

year 3 objectives

1.
Have spontaneous performances and sports activities

- Develop plan to support spontaneous performances and sports activities
- Experience “X” number of spontaneous performances and sports activities

2.
Establish communication with community members to include business owners, residents and skate boarders

- Determine community members desired programs and events
- Conduct regular meetings with skateboard community representatives
- Attend periodic meetings with business owners and residents
- Have well-established working relationships with the business, residents and skateboard communities
- Have a member of the skateboard community on the board
- Establish “friends group” for the skate park

3.
Develop permitted park events

- Conduct one permitted park event
- Meet the goal for number of permitted park events and number of people to attend these events
- Generate “X” amount of revenue for permitted park events

4.
Establish activities for the park

- Identify the activities for various stakeholder groups
- Continue to build the number of park activities for stakeholder groups

HISTORIC FOURTH WARD PARK CONSERVANCY

One Year Action Plans

Strategy:

Strengthen Infrastructure

Key Action:

Develop staff and volunteer base

1 Year Objective:

Hire one full time staff member and accumulate 100+ volunteer hours

specific action needed

who

resources

completed by

Recruit a board member as a volunteer coordinator

Board Chair

N/A

January 2012

Determine and execute volunteer projects

Volunteer Coordinator

Funding, volunteer database

August 2012

Build and enlarge volunteer base

Volunteer Coordinator

N/A

August 2012

Determine staffing needs for 2013

Executive Committee

Money

Fall 2012

Strategy:

Strengthen Infrastructure

Key Action:

Board Development

1 Year Objective:

Create and refine an efficient organizational structure for the board

specific action needed

who

resources

complete by

Determine board expectations for financial contributions and volunteer participation

Board
Development
Committee

N/A- time

December 2011

Identify needed board member skill sets and expertise (i.e. marketing, fundraising, communication, legal services, technology, etc.)

Board
Development
Committee

N/A- time

November 2011

Review bylaws and recommend changes to reflect maturation of the organization

Board/Bylaws
Task Force

N/A- time

November 2011

Align board committees with strategies to identify appropriate committees, committee chairs and board members, and have board members join those committees and meet on a regular basis

Board
Development
Committee

N/A- time

January 2012

Strategy:

Strengthen Infrastructure

Key Action:

Operations: Determine what is needed to implement our strategies

1 Year Objective:

Identify and acquire needs, costs and vendors

specific action needed

who

resources

complete by

Identify and acquire operational needs, costs and vendors

Acting Executive Director/ Board

Time

January 2012

Develop an annual budget

Finance committee/ED

Time

January 2012

Strategy:

Raise enough money to ensure our ability to implement programs and projects identified in the strategic plan

Key Action:

Promote membership growth

1 Year Objective:

Increase the number of members to 200

specific action needed

who

resources

complete by

Improve the website

Membership
Committee

Collateral
information

November 2011

Deliver message to the community.

Membership
Committee

?

Review our membership materials, see if needs refinement, updating.

Membership
Committee

January 2011

Visit with neighborhood leadership to increase traction in the community, and develop outreach based on their feedback.

Membership
Committee

June 2012

Post two signs in the park promoting membership

Membership
Committee

Funding

March 2012

Develop a plan to get apartment residents signed up.

Membership
Committee

March 2012

Strategy:

Raise enough money to ensure our ability to implement programs and projects identified in the Strategic Plan

Key Action:

100% financial participation by board members

1 Year Objective:

Each board member responsible for raising or donating \$500.00

specific action needed

who

resources

complete by

Adopt specific resolution to this effect, and make it effective in 2012.

Board vote

None

November 2011

In 2012, determine action if someone does not meet this goal.

Executive Committee

None

June 2012

Strategy:

Raise enough money to ensure our ability to implement programs and projects identified in the strategic plan

Key Action:

Generate earned income

1 Year Objective:

Increase event income generated from the Annual Event

specific action needed

who

resources

complete by

Identify the theme for the event, the revenue needed, the venue, and entertainment

Fall Fling Committee

Consider sponsors so we can hire a well-known group; or offer part of the cover charge.

March 2012

Determine the food, beverage and merchandising sales goals

Fall Fling Committee,
Membership Committee

June 2012

Determine the advertising strategy and advertise the event

Fall Fling Committee

June 2012

Conduct the event

Fall Fling Committee

Fall 2012

Strategy:

Raise enough money to ensure our ability to implement programs and projects identified in the strategic plan

Key Action:

Identify and pursue specific grants that benefit and advance the Conservancy's mission

1 Year Objective:

Establish a grant committee that will pursue at least one grant

specific action needed

who

resources

complete by

Identify board members that have experience writing grants

Executive Director

November 2011

Identify volunteers that might help with this process

Executive Director and identified board members

November 2011

Establish this committee

Identified board members.

See if bylaws need to be changed to establish the committee

December 2011

Committee researches logical grant funding sources

Grant Committee

Internet search and speak to key resources like the GA Center for Nonprofits, CDC and foundations.

January 2012

Decide on grants to pursue and write grants

Grant Committee

February 2012

Strategy:

Raise enough money to ensure our ability to implement programs and projects identified in the strategic plan

Key Action:

Secure corporate sponsorships and major donors

1 Year Objective:

Secure \$20,000 from major supporters in new donations

specific action needed

who

resources

complete by

Identify corporate and major donor targets

Development Committee

Board support to identify relationships and master list of contacts

December 2011

Develop a plan and the marketing materials specific for fund raising

Marketing and Development Committees

Graphic arts volunteer, grant writer and computer for power point

January 2012

Meet with potential new donors

Development Committee, senior board members and members with relationships

Strategic plan and PowerPoint presentation

June 2012

Follow up to close the ask

Development Committee

Fall 2012

Strategy:

Develop a program to monitor and advocate for consistently excellent park maintenance

Key Action:

Work with Park Pride, PATH Foundation, Trees Atlanta, and other groups to advocate for our park

1 Year Objective:

Attend PARC (Parks Atlanta Rescue Coalition) meetings; Establish a small group to conduct and fill out monthly park inspection reports

specific action needed

who

resources

complete by

Join Park Pride as a friends group/conservancy.

Executive Director

\$50 membership

Completed and ongoing

Attend monthly PARC meetings. 2nd Thursday every month at 7:30 am

Executive Director and Board member

Completed and ongoing

Identify our park inspection group for H4WP.

Executive Director and Board members

Use standard DPRCA/Park Pride inspection forms

Fall 2011

Arrange training session for inspectors.

Executive Director

Ayanna Williams or Walt Ray at Park Pride

Fall 2011

Participate in parks advocacy efforts led by Park Pride

Executive Director and Board members

When advocacy starts up for COA budget cycle 2012

Establish mutually beneficial relationship
with PATH Foundation

Executive
Director and
Board members

Spring 2012

Establish mutually beneficial relationship
with Trees Atlanta

Executive
Director and
Board members

Spring 2012

DRAFT

Strategy:

Develop a program to monitor and advocate for consistently excellent park maintenance

Key Action:

Engage with Kevin Burke, Senior landscape Architect at ABI, to understand current maintenance program

1 Year Objective:

Understand issues and challenges of maintaining the Historic Fourth Ward Park

specific action needed

who

resources

complete by

Establish a H4WPC Maintenance Committee

Executive
Committee

January 2012

Communicate regularly with Kevin Burke re current maintenance

Maintenance
Committee

Begin January
2012

Meet with installers/maintenance group to identify maintenance issues, challenges

Maintenance
Committee

Representatives
from Davis
Landscape and
Astra

Spring 2012

Obtain as-built drawings from ABI; retain at Smith Dalia Architects' offices

Cindy Cox,
Markham Smith

Reproduction
costs

Spring 2012

Strategy:

Develop a program to monitor and advocate for consistently excellent park maintenance

Key Action:

Engage with appropriate City departments

1 Year Objective:

Establish good working relationships with each appropriate City entity

specific action needed

who

resources

complete by

Identify individuals at the Department of Parks, Recreation and Cultural Affairs who will be our contacts.

Maintenance Committee

January 2012

H4WPC needs to establish relationship with Commissioner of DPRCA

Board Chair

Initiated and ongoing

Identify individuals at Department of Watershed Management who will be our contacts

Maintenance Committee

January 2012

Establish relationship with Commissioner of DWM

Board Chair

Winter 2012

Review as-built changes to understand which city entity owns which responsibility

Maintenance Committee

As-built drawings from ABI

Spring 2012

Maintain good relationships with all City Council members

Board Chair

Initiated and ongoing

Strategy:

Develop a program to monitor and advocate for consistently excellent park maintenance

Key Action:

Shape Conservancy maintenance role

1 Year Objective:

Understand current maintenance standards and practices, and establish Conservancy role

specific action needed

who

resources

complete by

Meet with Kevin Burke regarding present organic land care and continuing a similar program

Maintenance Committee

Spring 2012

Meet with DPRCA regarding future maintenance program

Maintenance Committee

Spring 2012

Identify date(s) the park is turned over to the City for maintenance

Maintenance Committee

Fall 2011

Define the maintenance role of the Conservancy, building on what we learned

Maintenance Committee

Funding

Spring 2012

Strategy:

Events and programming

Key Action:

Develop permitted park events

1 Year Objective:

Conduct one permitted park event

specific action needed

who

resources

complete by

Create a plan for permitted park events in accordance with the DPRCA agreement established through Park Pride

Events
Committee/
Program-events
consult

Time,
\$ for consultant
services (?)

Summer 2012

Conduct minimum of one permitted Conservancy event in the park

Events
Committee with
events consultant

\$/ donations for
event, permits
volunteers

Fall 2012

Strategy:

Events and programming

Key Action:

Establish communication with community members to include business owners, residents and skate boarders

1 Year Objective:

Determine community members desired programs and events

Conduct regular meetings with skateboard community representatives

specific action needed

who

resources

complete by

Attend community meetings periodically, 1-2 meetings annually

Events
Committee
member(s)

Time

Now/ongoing

Expand mailing/email list to include local business, residents, skateboarders, etc.

Events
Committee/
Executive
Director

Time

Now/ongoing

Establish relationship with skateboard community and residents. Contact Kevin Burke, ABI for recommendations

Board members/
Events
Committee

Time

Now/ ongoing

Strategy:

Events and programming

Key Action:

Establish activities for the park

1 Year Objective:

Identify the activities for various stakeholder groups

specific action needed

who

resources

complete by

Consult with DPRCA/ City website for specific park activity requirements and/or permits

Events Committee

Time

Spring 2012

Review available resources (games, recreational equipment, etc.) from Park Pride and other organizations

Events Committee

Time

February 2012

Identify potential activities to be scheduled in 2013

Events Committee

Funding

November 2012

Strategy:

Community Engagement

Key Action:

Expand Community Partnerships

1 Year Objective:

Identify external groups interested in park activities

specific action needed

who

resources

complete by

Develop a list of external groups interested in park activities

Marketing Committee

Ongoing

Add interested external groups to distribution list

Executive Director

Ongoing

Strategy:

Community Engagement

Key Action:

Continue to develop Government relations

1 Year Objective:

Identify and engage legislative & regulatory bodies on developments that will impact on the park

specific action needed

who

resources

complete by

Connect with other park conservancies and friends groups to identify relevant groups & developing a list of legislative/regulatory concerns

Executive Director and Marketing Committee

PARC, Park Pride, internet and Parks

Spring 2012

Compile list of identified groups, along with names of contacts

Executive Director and Marketing Committee

Spring 2012

Monitor legislative/regulatory developments that pertain to the park and respond accordingly

Executive Director and Marketing Committee

On going

Meet with legislators and regulatory entities on what may impact the Park

Board Chair

Summer 2012

Strategy:

Community Engagement

Key Action:

Establish a marketing strategy and supportive materials

1 Year Objective:

Determine communications/marketing needs, develop a plan and begin to implement strategies

specific action needed

who

resources

complete by

Identify marketing and communications needs, both immediate and long term, for board approval

Marketing Committee and Board

Spring 2012

Develop a strategy and budget to support identified needs

Marketing Committee

Summer 2012

Develop media contact list

Executive Director and Marketing Committee

Summer 2012

Begin to create materials, print collateral, signage, handouts, email newsletters, etc. to support strategies

Executive Director and Marketing Committee

Pro bono designers, web developers, photographers

Summer 2012

Develop social media plan

Executive Director and Marketing Committee

January 2012

Strategy:

Promote safety within the park

Key Action:

Promote safe use of park facilities and equipment

1 Year Objective:

Develop or ascertain safety rules consistent with city park requirements

Establish safety policy and procedures for all user groups, including skateboard users

Promote safe use of park facilities through signage and policy statements

specific action needed

who

resources

complete by

Obtain copy of DPRCA park rules and regulations, including skatepark rules via COA website and/or DPRCA
Obtain a copy of Beltline safety policy

Executive
Director/Security
Committee

Internet access

November 2011

Post safety information on H4WPC website, including COA park rules and regulations, safety tips, safety hotline

Website
consultant/ editor

\$ for website

November 2011

Develop Conservancy policy for handling safety issues, homeless, injuries etc.

Executive
Director and
assigned board
members

Time

December 2011

Join park advocacy groups like Park Pride, PARC, City Parks Alliance

Security
Committee/
board / Executive
Director

Time and \$ for
memberships

December 2012

Meet with skateboard community to discuss safety issues

Security
committee

Time

Fall 2012

Strategy:

Promote safety within the park

Key Action:

Establish and develop the role of the Conservancy in regards to personal security and physical safety in the park

1 Year Objective:

Develop the Conservancy's safety role

Establish a Conservancy board committee for park safety

specific action needed

who

resources

complete by

Create a committee for park safety with community representation (4th Ward Alliance, 4th Ward neighborhood Assn, APD, DPRCA etc.)

Board

December 2011

Attend PARC meetings regularly to discuss safety issues as relates to H4WP and park safety in general

Executive Director

Time

March 2012

Communicate with neighborhood groups and attend regular meetings to jointly monitor security issues in park and adjoining areas

Safety Committee/
board member

Time

March 2012

Develop the role of the safety committee

Safety Committee

April 2012

Strategy:

Promote safety within the park

Key Action:

Maintain open communications with Zone 5 APD commander

1 Year Objective:

Promote adequate police presence in the park

specific action needed

who

resources

complete by

Attend monthly NPU M Public Safety meetings

Safety Committee member

Time

Now/ ongoing

Obtain monthly update of incident reports from Zone 5 APD commander and patrolling officers and review incident reports for the park and immediate surrounding neighborhood

Safety Committee member

Time

January 2012

Obtain a copy of DPRCA requirements for security and police at park events and appropriate public safety contact, and post on web site

Safety Committee member

Time

November 2011

Coordinate meeting with Zone 5 APD commander to discuss expectations of inclusion of park in patrols to communicate regularly

Safety Committee member

March 2012

Strategy:

Promote safety within the park

Key Action:

To supplement APD presence, establish and maintain a positive relationship with the Old Fourth Ward Patrol

1 Year Objective:

Become a sponsor of the O4W Patrol

specific action needed

who

resources

complete by

Obtain a copy of DPRCA requirements for security and police at park events and appropriate public safety contact, and post on web site

Safety Committee member

Time

December 2011

Coordinate meeting with Zone 5 APD commander to discuss expectations of inclusion of park in patrols to communicate regularly

Safety Committee member

March 2012

HISTORIC FOURTH WARD PARK CONSERVANCY

Appendix

PROCESS, STEPS AND TIMELINE

- *October:* Initiate the Project
 1. Design Team develops the overall project process
 2. Develop the project schedule
 3. Design the environmental scan process
- *January:* Environmental Scan – Phase One
 1. Prepare the Environmental Scanning Team for project responsibilities
 2. Initiate the environmental scan data gathering
- *February:* Environmental Scan – Phase Two
 1. Complete the environmental scan data gathering
 2. Analyze the environmental scanning data
 3. Provide feedback report to the Design Team
- *March:* Strategic Planning Focus
 1. Planning Committee analysis of environmental scan results
 2. Identify “who we serve and desired client impacts”
 3. Confirm or revise mission, vision and value statements
- *June:* Strategic Goals
 1. Develop success indicators for the desired client impacts
 2. Develop strategic goals
- *June:* Three Year Strategies
 1. Develop three year strategies
 2. Develop key actions for the strategies
- *August:* One Year Action Plan
 1. Develop one year action plan
- *November:* One Year Action Plan
 1. Board approves the one year action plans

ADDENDUM 1
Chastain Park Conservancy in Atlanta, GA

CHASTAIN PARK “BEST PRACTICES” SURVEY

Park Name: Chastain Park
Conservancy Name: Chastain Park Conservancy (www.chastainparkconservancy.org)
Location: Powers Ferry Road, North Fulton
Approximate Size: 260 acres
Number/Type of Buildings: Various
Amenities/Attractions: amphitheater, pool, tennis, horses, etc.
Age of Conservancy: 2003
Age of Park: 1940s
Park Contact: Rosa McHugh, Executive Director (rosa@chastainparkconservancy.org)

I. Revenue / Fundraising

1. Does your conservancy prepare annual operating and capital budgets and who approves them? How far into the future do these plans project? **Yes, Executive Board**
2. What is your approximate annual budget for operations of your conservancy? **\$800K/year budget including grants.**
3. Approximately, what percentage of your total operational budget is addressed by each source:
 - i. government grants
 - ii. private foundation grants _____%
 - iii. charitable donations from individuals (excluding board members)
_____%
 - iv. charitable donations from board members _____%
 - v. charitable donations from businesses _____%
 - vi. membership dues _____%
 - vii. investment/endowment income _____%

- viii. rent, user fees or other income from contractual agreements (please explain) _____%
 - ix. fundraising events (please describe and explain) **>25% from Fall Festival**
 - x. other (please specify) _____%
4. What is your approximate annual budget for capital projects initiated by your conservancy? How often do you review the capital projection?
5. Approximately, what percentage of your capital needs are satisfied by each source:
- i. government grants _____%
 - ii. private foundation grants _____%
 - iii. charitable donations from individuals (excluding board members) _____%
 - iv. charitable donations from board members _____%
 - v. charitable donations from businesses _____%
 - vi. membership dues _____%
 - vii. investment/endowment income _____%
 - viii. rent, user fees or other income from contractual agreements (please explain) _____%
 - ix. fundraising events (please describe and explain) _____%
 - x. other (please specify) _____%
6. Approximately, what amount do you budget annually for fundraising events/campaigns? \$_____

II. Board Organization

1. What is the size of your board and have you set terms limits for the board of directors? **Approximately 30 members in including Chair and Executive Director**
2. How are board members chosen? **Strategic selection There need to be some board members with expertise in bylaws, contracts, etc.**

3. Is there an expectation to fundraise by board members, if so, how much is each board member expected or encouraged to donate/raise? **Yes.**
4. Is there new board member orientation and/or training, if so, how much? Please describe.
5. Is there an expectation on board members to chair board committees?
6. Please list your standing committees. **Master Plan, finance, membership, communications, governance, fundraising/events**
7. Please list any special committees.
8. How often does the board meet?
9. How long are board meetings?
10. How often do committees meet?
11. Are there clear expectations set on board members regarding:
 - i. Meeting attendance
 - ii. Expected financial contributions
 - iii. Expected fundraising goals
 - iv. Committee leadership
 - v. Promoting the conservancy's mission
12. Is an agenda circulated prior to each board meeting?
13. Is any business discussed that does not appear on the agenda?
14. Has your board adopted long-range goals? If so, were the goals prepared by the board or staff? **Rosa explained that the conservancy does not have a “strategic plan” that would be submitted to the Foundation, but they do have a “Master Plan” that was created when the conservancy was formed 10 years ago. Once the Master Plan was in place, they were able to clean up and improve the park and add the tennis center.**
15. Does your board formulate annual objectives in pursuit of its long-range goals?
16. What is the process for evaluation of board performance?

17. Approximately, what percentage of board meeting time is spent discussing the following topics:

- i. governance _____%
- ii. financials _____%
- iii. strategic planning _____%
- iv. park/community events _____%
- v. park trends/best practices _____%
- vi. fundraising _____%
- vii. risk management _____%
- viii. security _____%
- ix. website/community communications _____%
- x. community engagement activities _____%

III. Membership/Public Relations

- 1. How many full time employees does your conservancy have? **3 FTE**
- 2. Has the board adopted a marketing plan or awareness campaign? If so, what are the basic components of the campaign and who developed it? **There are 52 volunteer events/year, such as “First Saturdays.”**
- 3. How do you recruit park volunteers? Are there any incentives for volunteers that you have found particularly useful? **Chastain has 1200 park members.**
- 4. How many volunteers do you involve in your various activities on an annual basis? **In addition to regular volunteers/members, there is also the Chastain Society for young professionals. Half of the money raised goes to the conservancy and the other half goes to the group for get-togethers/meetings/parties.**
- 5. What are the total annual man-hours of volunteer time organized by your conservancy?

6. How do you solicit members of the community to become members of the conservancy? **The small business program is a challenge – difficult to get going and requires door-to-door and knowing owners.**
7. What are the costs of becoming a “member” of the conservancy? **\$50/year for individual members**
8. What are the benefits to membership in the conservancy? **Currently, there are really no incentives, but they do plan on adding lecture/learning series (i.e., gardening, bee-keeping, Green Egg BBQ, etc.).**
9. How do you solicit community input into your goals and events?
10. How do you get volunteer and donor feedback?
11. Do you have a specific plan or board member (or staff person) assigned to garner favorable press? If so, what are your methods to obtain such coverage and what mediums (paper, radio, social media) are most useful? Who are your press contacts?

IV. Government Relations

1. How often do you meet with your elected leaders on the city, county or state level?
2. On a scale of 1-5 (with 5 being the highest) please rate the amount of government support (financial, political or other) you receive from government sources?
3. What are the issues that you would seek additional government help to address? What has the government’s response been to those requests?

V. Operations/Maintenance/Capital Improvements/Safety

1. Does your conservancy have a memorandum of understanding (MOU) or similar agreement with the city (or other similar entity) parks department? **Yes, Chastain has a MOU with the City.**
2. What responsibilities for park operations does your conservancy provide? **The conservancy considers themselves acting as an HOA that takes care of a neighborhood and also provides volunteers. The conservancy works/coordinates with its “partners,” which include the Amphitheatre, Pool, Tennis Center, North Fulton Golf, NYO, Arts Center, Horse Park,**

Galloway School. Each of these operates on their own, separate from the conservancy. The conservancy basically handles the park in between. When the conservancy plans events, such as the Fall Festival (large fundraising event), they make sure their own schedule does not conflict with any of their partners. There are also monthly park partners meetings. The partners are now starting to see the value that the conservancy brings. The partners (e.g, the Amphitheatre) also assist with event space for the conservancy.

3. What capital improvement projects has your conservancy committed to construct and what is the source of funding? **The City is planning for wireless. Chastain will need to include adding infrastructure into their own capital plan.**
4. What rights or privileges does your MOU grant you at your park? **The park's vending programs is part of the MOU. 50% of dollars goes to the park. For example, when trees naturally fall in the park, they sell the firewood.**
5. Does your park have any issues with public safety? If so, briefly state what those issues are and what measures you have taken to address those concerns?

VI. Programming/Events

1. Does the conservancy organize or sponsor community events? If so, is the primary purpose of those events (check all that apply): **All would be applicable.**
 - i. Fundraising
 - ii. Community engagement/entertainment
 - iii. Awareness building
2. Are your events held in your park? If so, what are the challenges of holding the event in a public park? What do you do to address those challenges? **MOU allows events and Chastain's "partners" provide event space, so less challenging than some other Atlanta parks.**
3. Which events have been most successful? **The park's largest fundraising event is the annual Fall Festival at the Ampitheatre and includes food,**

dance, silent auction, donations, tickets, raffle. The event brings in approx. \$80K net. The event has been going on for seven years.

VII. General:

1. If you were to start your conservancy again, what would you do differently?
Chastain is looking for fee-for-service opportunities (monthly on-going fees), b/c you can't live on fundraising alone. Chastain is looking into holding summer camps, etc.
2. What is the most important factor in the conservancy's success?
3. **Other ideas: Rosa suggested promoting the skate park (Tony Hawk), as it is the unique feature for Atlanta parks and can be marketed outside of the neighborhood/general area. Consider the skate park for fundraising and events. If event space is a general issue, consider online or offsite auctions, donations, etc.**

ADDENDUM 2

Piedmont Park Conservancy in Atlanta, GA

PIEDMONT PARK “BEST PRACTICES” SURVEY

Park Name: Piedmont Park

Conservancy Name: Piedmont Park Conservancy

Location: Midtown Atlanta

Approximate Size: 211 acres

Number/Type of Buildings: numerous and various

Amenities/Attractions: tennis, basketball, active oval, pond, dog park, space, concerts, festivals, etc.

Age of Conservancy: 24 years

Age of Park: 109 years

Date of Interview: March 2013

Oakland Representatives Present: Yvette Brown (CEO of Piedmont Park Conservancy; ybowden@piedmontpark.org; 404-875-7275)

Interviewers: Laura Craft

Yvette Brown (CEO of Piedmont Park Conservancy) shed a lot of light on the Park and is an excellent resource. Piedmont Park and the Fourth Ward Park are the 2 major parks in close proximity to each other on the Beltline. Her belief is that Piedmont Park and Fourth Ward will only benefit from greater collaboration. To that end, she is more than willing to provide insight, partnership and advice whenever needed. Keep her in mind as a resource!!

I. Revenue / Fundraising

1. Does your conservancy prepare annual operating and capital budgets and who approves them? How far into the future do these plans project?

PPC prepares and annual operating budget annually (prepared by Staff in September, reviewed/approved by Finance Committee by October with hopeful Board approval by December). Covers only one fiscal operating year.

Capital projects (as anticipated by the Master Plan) have separate budgets utilizing Staff, Capital Improvements and Finance Committee oversight. These are prepared so that the organization can establish Capital campaigning goals and are based on the implementation timeline for each project.

2. What is your approximate annual budget for operations of your conservancy?
\$3.2 – 3.5 MM budget
3. Approximately, what percentage of your total operational budget is addressed by each source:

- i. government grants – **City of Atlanta reimburses \$150K of annual operating expenses (pass through for in-park security and cleaning/stocking of five public restrooms daily).**
 - ii. private foundation grants _____%
 - iii. charitable donations from individuals (excluding board members) _____%
 - iv. charitable donations from board members _____%
 - v. charitable donations from businesses _____%
 - vi. membership dues _____%
 - vii. investment/endowment income _____%
 - viii. rent, user fees or other income from contractual agreements (please explain) **About 46% of annual revenue is earned income (program fees, facility rentals from 3 venues, contract agreements, licensing agreements, etc.)**
 - ix. fundraising events (please describe and explain) _____%
 - x. other (please specify) **48%**
4. What is your approximate annual budget for capital projects initiated by your conservancy? How often do you review the capital projection? **(see question 2) All Capital plans are based on fundraising progress for capital efforts and are generally reviewed quarterly by Committee (monthly by Staff)**
5. Approximately, what percentage of your capital needs are satisfied by each source: **(See question 3/Same source of funding) – The following figures are for Phase 1 of Mater Plan Implementation Project**
- i. government grants **9.6% - all by \$320K are “reimbursements”**
 - ii. private foundation grants _____%
 - iii. charitable donations from individuals (excluding board members) _____%
 - iv. charitable donations from board members **around 10% (incl Staff)**
 - v. charitable donations from businesses _____%

- vi. membership dues **0%**
 - vii. investment/endowment income **0%**
 - viii. rent, user fees or other income from contractual agreements (please explain) **0%**
 - ix. fundraising events (please describe and explain) **3.5%**
 - x. other (please specify) **76.9% (all private)**
6. Approximately, what amount do you budget annually for fundraising events/campaigns? **\$150K (varies greatly from year to year in order to raise needed \$3.5M) This figure excludes the salaries of internal staff dedicated to Fundraising**

II. Board Organization

The Board follows Piedmont Park's master plan. The park's conservancy runs the day-to-day operations. In partnership with the City and having a full-time staff and all-volunteer Board, the park's conservancy has transformed the park over the past 24 years from an unsafe park to a clean and safe park. Park staff performs 90%+ of daily maintenance and care and represents 50% of \$3.5MM operations budget. Staff includes landscaping, programming, marketing, development, finance/admin and reception.

1. What is the size of your board and have you set terms limits for the board of directors? **54 (includes 6 political appointees, 10 emeritus Board (non-voting) and 38 active. Active voting has a 3 year term which may be renewed**
2. How are board members chosen? **Active voting are Board or Staff nominated. Appointees are selected by Mayor and City Council President. Emeritus are all former Board Chairs who are not active.**
3. Is there an expectation to fundraise by board members, if so, how much is each board member expected or encouraged to donate/raise? **Yes. Varies. This year, not less than \$9,500 each recommended to raise (does not mean they have to donate this personally). Otherwise, they are responsible to be supportive of PPC's fundraising efforts.**
4. Is there new board member orientation and/or training, if so, how much? Please describe. **No, there is a briefing but we are exploring a more thorough process as the business of the park has become more complex.**

5. Is there an expectation on board members to chair board committees? **No, but Active Voting are expected to participate on at least one committee.**
6. Please list your standing committees. **Executive, Governance, Finance, Audit, Programs (includes Facilities, Safety, Other Programs), Capital Improvements, Planning, Marketing/Communications**
7. Please list any special committees. **Green Concert, Government Affairs and Earned Income**
8. How often does the board meet? **Every other month**
9. How long are board meetings? **1.5 hours**
10. How often do committees meet? **Four meet monthly, others quarterly or as needed**
11. Are there clear expectations set on board members regarding:
 - i. Meeting attendance - **yes**
 - ii. Expected financial contributions – **being refined**
 - iii. Expected fundraising goals – **no (applicable to full organization)**
 - iv. Committee leadership - **no**
 - v. Promoting the conservancy's mission - **yes**
12. Is an agenda circulated prior to each board meeting? **yes**
13. Is any business discussed that does not appear on the agenda? **Can be added by the chair.**
14. Has your board adopted long-range goals? If so, were the goals prepared by the board or staff? **Yes, both and working on Strategic Plan now for next 5 years**
15. Does your board formulate annual objectives in pursuit of its long-range goals? **Only Financial**
16. What is the process for evaluation of board performance? **Being reviewed**

17. Approximately, what percentage of board meeting time is spent discussing the following topics:

- i. governance **5%**
- ii. financials **15%**
- iii. strategic planning **5% (will be greater going forward)**
- iv. park/community events **5%**
- v. park trends/best practices **5%**
- vi. fundraising **15%**
- vii. risk management **5-10%**
- viii. security **Unclear (part of program so a portion of a larger discussion)**
- ix. website/community communications **varies (only on specific presentations)**
- x. community engagement activities **5-10%**
- xi. Other **30%**

III. Membership/Public Relations

1. How many full time employees does your conservancy have? **27 full-time employees including administration, operations and public safety. Piedmont Park is open 365 days/year.**
2. Has the board adopted a marketing plan or awareness campaign? If so, what are the basic components of the campaign and who developed it?

Yes, we had a full branding initiative in 2007, renewed in 2009 and being updated now for 2014 (our 25th Anniversary year)
3. How do you recruit park volunteers? Are there any incentives for volunteers that you have found particularly useful? **1 Fulltime Volunteer Manager, coordinate with Hands On and recruit our own.**

4. How many volunteers do you involve in your various activities on an annual basis? **More than 1,500 with over 10K hours annually. Will have to increase as park expands.**
5. What are the total annual man hours of volunteer time organized by your conservancy? **See above**
6. How do you solicit members of the community to become members of the conservancy? **Web, direct mail, engagement activities, special offers**
7. What are the costs of becoming a “member” of the conservancy? **Range from \$25-10,000+/year**
8. What are the benefits to membership in the conservancy? **See website – discounts, exclusive events, preferred access at PPC fundraisers, sponsorship recognition, etc.**
9. How do you solicit community input into your goals and events? **Attend NPU meetings, take surveys, on-line surveys, monitor comments on social media, get out in the park and solicit feedback, watch usership, otherwise listen, etc.**
10. How do you get volunteer and donor feedback? **See above. Some donors also receive quarterly updates that I draft and/or special meetings and tours as they request.**
11. Do you have a specific plan or board member (or staff person) assigned to garner favorable press? If so, what are your methods to obtain such coverage and what mediums (paper, radio, social media) are most useful? Who are your press contacts? **CEO and SVP, Marketing & Development are only two official spokespeople. We have additional marketing/communications staff of 3 – They work branding, social media, print, sponsorship fulfillment, sponsorship sales and media relations.**

IV. Government Relations

1. How often do you meet with your elected leaders on the city, county or state level? **Extremely important to have great relations with city and elected leaders. Monthly with Parks, Quarterly with Watershed, Twice/year with Council President, Quarterly with Council Member for District 6, Once/year**

with Mayor (additional as requested). All other Departments as needed – APD, Fire, Permitting, Public Works, etc.

2. On a scale of 1-5 (with 5 being the highest) please rate the amount of government support (financial, political or other) you receive from government sources? **The City reimburses \$150,000 of the \$3.5MM budget. The City also pays all utility costs (water/power) and mows roughly ¼ of the lawns.**
3. What are the issues that you would seek additional government help to address? What has the government's response been to those request?

V. Operations/Maintenance/Capital Improvements/Safety

1. Does your conservancy have a memorandum of understanding (MOU) or similar agreement with the city (or other similar entity) parks department? **Yes, the MOU details the Conservancy's responsibilities and the City's responsibilities as well as details the Conservancy's use rights of the park and the Conservancy's ability to host events in the park, generate revenue in public space, etc. Transparency and clarity issues are addressed in the document.**
2. What responsibilities for park operations does your conservancy provide? **90%+ of daily maintenance and care.**
3. What capital improvement projects has your conservancy committed to construct and what is the source of funding? **Master Plan for Piedmont Park includes an estimated \$72.5M in improvements (53 additional acres and over 20 new amenities improving the park's accessibility, safety, sustainability and competitiveness as a world class space for all Atlantans. We have implemented \$42.5M of that to date. Funding described above. Implementation of Phase 2 will depend upon going forward agreements with the City.**
4. What rights or privileges does your MOU grant you at your park? **Ability to fundraise, license and brand, implement approved capital projects, host an Annual Class A event and conduct programs.**

5. Does your park have any issues with public safety? If so, briefly state what those issues are and what measures you have taken to address those concerns? **Keeping Piedmont clean and safe year round is our most important program. Safety is addressed through maintenance, technology and presence efforts.**

VI. Programming/Events

Some insight on park revenues: The revenue from City-permitted events (unless PPC itself) do not fund the park's direct operation. Finding ways to fund the park is key to the park's maintenance. H4WP Conservancy should explore methods the City desires to achieve this. An MOU between the city and the Historic Fourth Ward Conservancy may be worth considering. The MOU should also detail what the city provides and does for the Park, and what the Conservancy has agreed to do on its own.

As far as passive income, selling branding space on the Park Signs is one of the easiest revenue generators. The Piedmont Park Conservancy also highly advocates talking with the bordering businesses and encouraging them to become involved in donating to the Park and supporting volunteer or membership engagement efforts.

1. Does the conservancy organize or sponsor community events? If so, is the primary purpose of those events (check all that apply): **These would all be true for the park.**
 - i. Fundraising
 - ii. Community engagement/entertainment
 - iii. Awareness building
2. Are your events held in your park? If so, what are the challenges of holding the event in a public park? What do you do to address those challenges? **Yes, some events are held in the park. Because this is public space, there are restrictions for holding events in the park and some in scheduling given the existing schedule (Piedmont currently hosting over 85% of large festivals and events).**

3. Which events have been most successful?

VII. General:

1. If you were to start your conservancy again, what would you do differently? **Get in a CID! A CID is a sure way to generate revenue is to become part of a CID. The local community and businesses will financially support the park. Raising \$3.5 million every year is difficult.**
2. What is the most important factor in the conservancy's success?
 - i. **A park needs to be CLEAN and SAFE. If you do not have a clean and safe park, no one will want to visit. The Conservancy even has a standard for height restrictions of plants and trees in the park in order to make sure visitors have a clear visibility around them to make them feel safe and to keep the park looking clean.**
 - ii. **Park Identity. Piedmont Park prides itself on clean and safe fun for the whole family.**

ADDENDUM 3

Historic Oakland Cemetery in Atlanta, GA

HISTORIC OAKLAND CEMETERY “BEST PRACTICES” SURVEY

Park Name: Historic Oakland Cemetery

Conservancy Name: Historic Oakland Foundation, Inc.

Location: 248 Oakland Avenue SE, Atlanta, GA 30312

Approximate Size: 48 Acres

Number/Type of Buildings: 70,000 graves, 2 main buildings

Amenities/Attractions: Visitors center and gift shop, historic mausoleums and grave sites

Age of Conservancy/Foundation: 36 years; founded in 1976

Age of Park: 160 years; originally established as a cemetery in 1850

Date of Interview: March 19, 2013

Oakland Representatives Present: May Hollis (Board Member - MayB.Hollis@gmail.com) and David Moore (Executive Director – Historic Oakland Foundation;

DMoore@Oaklandcemetery.com; 404-688-2107)

Interviewers: Neil Herceg and Dan Weede

Website Address: www.oaklandcemetery.com

I. Revenue / Fundraising

1. Does your conservancy prepare annual operating and capital budgets and who approves them? How far into the future do these plans project? **Yes, an annual budget is prepared that covers both operational and capital expenses. Budget begins at the staff level and then is presented to the Finance Committee, Executive Committee and finally to Board of Directors for ultimate approval.**
2. What is your approximate annual budget for operations of your conservancy? **\$600,000 in 2013**
3. Approximately, what percentage of your total operational budget is addressed by each source:
 - i. government grants **less than 1%**
 - ii. private foundation grants **25%**
 - iii. charitable donations from individuals (excluding board members) **20%**
 - iv. charitable donations from board members **10%**
 - v. charitable donations from businesses **5%**

- vi. membership dues **1%**
 - vii. investment/endowment income **4%**
 - viii. rent, user fees or other income from contractual agreements (please explain)
 - ix. fundraising events (please describe and explain) **35%**
 - x. other (please specify) **5% Museum Shop**
4. What is your approximate annual budget for capital projects initiated by your conservancy? **\$440,000.00 in 2013**. How often do you review the capital projection? **Annually**
 5. Approximately, what percentage of your capital needs is satisfied by each source: **Same percentages as Operational needs since expenses are roughly equal between operations and capital improvements/restorations.**
 6. Approximately, what amount do you budget annually for fundraising events/campaigns? **\$85,000**

II. Board Organization

1. What is the size of your board and have you set terms limits for the board of directors? **40 person “Board of Trustees” that set policy; 40 person “Board of Advisors” that serves in an honorary capacity. Yes, three year terms.**
2. How are board members chosen? **Nominating Committee heads the process and is frequently driven by the particular professional needs of the foundation at the time.**
3. Is there an expectation to fundraise by board members, if so, how much is each board member expected or encouraged to donate/raise? **Yes, \$1,000 per board member.**
4. Is there new board member orientation and/or training, if so, how much? Please describe. **Yes: meeting with individual board members at the Foundation office within 2 months of their selection where all aspects of the operation are explained**
5. Is there an expectation on board members to chair board committees **Trustees must be active on at least one committee.**

6. Please list your standing committees. Executive, **Finance, Development/Membership, Buildings & Grounds/Restoration, Communications, Nominating, History, and Strategic Planning**
7. Please list any special committees. **By Laws**
8. How often does the board meet? **Full board meets 5 times a year. Committees are expected to meet more often.**
9. How long are board meetings? **60 minutes**
10. How often do committees meet? **Monthly**
11. Are there clear expectations set on board members regarding:
 - i. Meeting attendance - **Yes**
 - ii. Expected financial contributions- **Yes**
 - iii. Expected fundraising goals- **Yes**
 - iv. Committee leadership- **As appropriate**
 - v. Promoting the conservancy's mission- **Yes**
12. Is an agenda circulated prior to each board meeting? **No, but an agenda is passed out at the meeting.**
13. Is any business discussed that does not appear on the agenda? **Other Business is always an agenda item**
14. Has your board adopted long-range goals? If so, were the goals prepared by the board or staff? **Yes, the initial "strategic plan" for the foundation was prepared in 2008, but its goals were too vague and/or general and it was not helpful nor was it followed. A new plan is being developed.**
15. Does your board formulate annual objectives in pursuit of its long-range goals?
Yes
16. What is the process for evaluation of board performance? **Once a year by the Nominating Committee**

17. Approximately, what percentage of board meeting time is spent discussing the following topics: **N/A**

- i. governance
- ii. financials
- iii. strategic planning
- iv. park/community events
- v. park trends/best practices
- vi. fundraising
- vii. risk management
- viii. security
- ix. website/community communications
- x. community engagement activities

III. Membership/Public Relations

1. How many full time employees does your conservancy have? **4 full time and 4 part time.**
2. Has the board adopted a marketing plan or awareness campaign? **Yes, the plan relies heavily on social media with presence on Web Site, Facebook, Twitter, Groupon, Foursquare. Formal plan that covers all aspects of marketing was developed by a professional marketing consultant last year**
3. If so, what are the basic components of the campaign and who developed it? **Developed by consultant to cover all social and traditional media outlets.**
4. How do you recruit park volunteers? **Word of mouth.** Are there any incentives for volunteers that you have found particularly useful? **Volunteer appreciation parties**

5. How many volunteers do you involve in your various activities on an annual basis? **150**
6. What are the total annual man hours of volunteer time organized by your conservancy? **10,000 hours annually**
7. How do you solicit members of the community to become members of the conservancy? **Strategy for membership headed by Board member. It involves direct communication and social media.**
8. What are the costs of becoming a “member” of the conservancy? **\$40**
9. What are the benefits to membership in the conservancy? **Free tours**
10. How do you solicit community input into your goals and events? **Visitor surveys; Constant Contact; Electronic Registration**
11. How do you get volunteer and donor feedback? **Surveys and personal contact.**

IV. Do you have a specific plan or board member (or staff person) assigned to garner favorable press? **Yes, the executive director and marketing/PR Board Committee.** If so, what are your methods to obtain such coverage and what mediums (paper, radio, social media) are most useful? **Both traditional media and social media.**

V. Who are your press contacts? **Many**

VI. Government Relations

1. How often do you meet with your elected leaders on the city, county or state level? **Two Board members are elected officials from the State**
2. On a scale of 1-5 (with 5 being the highest) please rate the amount of government support (financial, political or other) you receive from government sources? **1**
3. What are the issues that you would seek additional government help to address? **None, government help frequently come with unacceptable strings.** What has the government’s response been to those request?

VII. Operations/Maintenance/Capital Improvements/Safety

1. Does your conservancy have a memorandum of understanding (MOU) or similar agreement with the city (or other similar entity) parks department? **Yes, and we are working on a new one.**

2. What responsibilities for park operations does your conservancy provide? **(i) fundraise; (ii) develop proposals and plans for capital improvements; (iii) Provide landscape and maintenance.**
3. What capital improvement projects has your conservancy committed to construct and what is the source of funding? **Recently completed the restoration of 55 mausoleums. National Parks Service challenge grant.**
4. What rights or privileges does your MOU grant you at your park? **Occupation of central building**
5. Does your park have any issues with public safety? **Occasional car break-ins**
If so, briefly state what those issues are and what measures you have taken to address those concerns? **The City does provide a night watchman.**

VIII. Programming/Events

1. Does the conservancy organize or sponsor community events? **Yes.** If so, is the primary purpose of those events (check all that apply):
 - i. Fundraising – **Yes**
 - ii. Community engagement/entertainment – **Yes**
 - iii. Awareness building – **Yes**
2. Are your events held in your park? **Yes.** If so, what are the challenges of holding the event in a public park? What do you do to address those challenges?
Weather and access (we control access through a ticketing process)
3. Which events have been most successful? **Halloween Event; Sunday in the Park; Tunes from the Tombs; Run Like Hell (5K Race).**

IX. General:

1. If you were to start your conservancy again, what would you do differently?
Drop the name “Foundation
2. What is the most important factor in the conservancy’s success? **Spreading the word as widely as possible; making sure you know what your message is;**

Focusing on your “brand” and hiring design consultants for logo and uniform look/feel; give real thought to your mission statement and stay on that mission.

BUILD THE BRAND

BUILD THE BANK

BUILD THE BUSINESS

BUILD THE BOARD

ADDENDUM 4

Woodruff Park in Atlanta, GA

WOODRUFF “BEST PRACTICES” SURVEY

Park Name: Woodruff Park

Managed by: Atlanta Downtown Improvement District

Location: Downtown Atlanta

Approximate Size: 6 Acres

Amenities/Attractions: Fountains, chess tables, Atlanta from the Ashes sculpture, reading room

Age of Park: Opened in 1973 as Central City Park

Date of Interview: March 13, 2013 and March 18, 2013

Woodruff Representatives Present: Cooper Holland cholland@atlantadowntown.com 404-658-5980

Interviewers: Neil Herceg and Jamie Shanks

I. Revenue / Fundraising

1. Does your conservancy prepare annual operating and capital budgets and who approves them? How far into the future do these plans project? **An annual budget is prepared, and additional projections are made for future years. The last major capital budget was created in 2008. The budget is created in accordance with the Atlanta Downtown Improvement District which funds the park.**
2. What is your approximate annual budget for operations of your conservancy? **Approximately \$100,000 for goes to the operations of the park. This includes security, although additional security is provided by the Atlanta Ambassadors, also funded by the Atlanta Downtown Improvement District. An additional \$20,000 for the operation of the fountains is provided by the City of Atlanta.**
3. Approximately, what percentage of your total operational budget is addressed by each source:
 - i. government grants **15%**
 - ii. private foundation grants **5%**
 - iii. charitable donations from individuals (excluding board members) **0%**
 - iv. charitable donations from board members **0%**

- v. charitable donations from businesses **77%; The majority of funding for the park comes from the Atlanta Downtown Improvement District who ultimately oversees the park.**
 - vi. membership dues **0%: The park has made the conscious decision not to establish a “friends of the park” program.**
 - vii. investment/endowment income **0%**
 - viii. rent, user fees or other income from contractual agreements (please explain) **0%**
 - ix. fundraising events (please describe and explain) **0%**
 - x. other (please specify) **3% from miscellaneous sources, including vending income and stall rental**
4. What is your approximate annual budget for capital projects initiated by your conservancy? How often do you review the capital projection? **Reviewed annually, although the last major capital plan was done in 2008**
 5. Approximately, what percentage of your capital needs are satisfied by each source: **A greater percentage would come from fundraising and grants for the specific project.**
 6. Approximately, what amount do you budget annually for fundraising events/campaigns? **\$0**

II. Board Organization

1. What is the size of your board and have you set terms limits for the board of directors? **The park is overseen by the Atlanta Downtown Improvement District and Central Atlanta Progress. This is somewhat different than many park conservancies that have board’s that directly oversee the activities of the park.**
2. How are board members chosen? **See above.**
3. Is there an expectation to fundraise by board members, if so, how much is each board member expected or encouraged to donate/raise? **See above.**
4. Is there new board member orientation and/or training, if so, how much? Please describe. **See above.**
5. Is there an expectation on board members to chair board committees? **See above.**
6. Please list your standing committees. **N/A**

7. Please list any special committees. **N/A**
8. How often does the board meet? **Meetings occur with Central Atlanta Progress and the Atlanta Downtown Improvement District twice per month.**
9. How long are board meetings?
10. How often do committees meet? **N/A**
11. Are there clear expectations set on board members regarding:
 - i. Meeting attendance -
 - ii. Expected financial contributions-
 - iii. Expected fundraising goals-
 - iv. Committee leadership-
 - v. Promoting the conservancy's mission-
12. Is an agenda circulated prior to each board meeting?
13. Is any business discussed that does not appear on the agenda?
14. Has your board adopted long-range goals? If so, were the goals prepared by the board or staff? **The last time a long term strategic plan was done was 2008. However, they will update that in the near future.**
15. Does your board formulate annual objectives in pursuit of its long-range goals?
Yes, yearly objectives are discussed.
16. What is the process for evaluation of board performance?
17. Approximately, what percentage of board meeting time is spent discussing the following topics:
 - i. governance
 - ii. financials
 - iii. strategic planning
 - iv. park/community events

- v. park trends/best practices
- vi. fundraising
- vii. risk management
- viii. security
- ix. website/community communications
- x. community engagement activities

III. Membership/Public Relations

1. How many full time employees does your conservancy have? **The park employs 3 full-time employees and Cooper provides approximately 30 hours each week to the park's oversight.**
2. Has the board adopted a marketing plan or awareness campaign? **The park has become active using social media for public relations and finds social media to be an imperative part of any marketing campaign. Park Pride has been used to consult on this effort. Any events are also part of the marketing campaign.** If so, what are the basic components of the campaign and who developed it?
3. How do you recruit park volunteers? Are there any incentives for volunteers that you have found particularly useful?
4. How many volunteers do you involve in your various activities on an annual basis?
5. What are the total annual man hours of volunteer time organized by your conservancy?
6. How do you solicit members of the community to become members of the conservancy? **N/A**
7. What are the costs of becoming a "member" of the conservancy? **\$0. The park has made a conscious decision not to have a "friends of the park" program.**
8. What are the benefits to membership in the conservancy? **N/A**

9. How do you solicit community input into your goals and events? **The park has a very active engagement with the local community and tries to respond to the needs of the community. Programs that have come from realizing these needs are a permanent reading room and chess boards.**
10. How do you get volunteer and donor feedback? **Informal interviews.**
11. Do you have a specific plan or board member (or staff person) assigned to garner favorable press? **The park is part of Atlanta Downtown Improvement District which focuses on marketing.** If so, what are your methods to obtain such coverage and what mediums (paper, radio, social media) are most useful? **Social media is becoming more prevalent.** Who are your press contacts?

IV. Government Relations

1. How often do you meet with your elected leaders on the city, county or state level? **At the city level, conversations, if not formal meetings, occur nearly daily. It is imperative to have the support of local government, even if that support is limited financially. These relationships need to be continually fostered.**
2. On a scale of 1-5 (with 5 being the highest) please rate the amount of government support (financial, political or other) you receive from government sources? **5**
3. What are the issues that you would seek additional government help to address? **None, although additional monetary contributions would always be welcome.** What has the government's response been to those request?

V. Operations/Maintenance/Capital Improvements/Safety

1. Does your conservancy have a memorandum of understanding (MOU) or similar agreement with the city (or other similar entity) parks department? **Yes, a formal MOU was established with the city in late 2007.**
2. What responsibilities for park operations does your conservancy provide? **The park provides two full time ambassadors to oversee the park and provide additional security. The park is also responsible to raise money for projects,**

improvements and annual maintenance for the park outside of basic sanitation services.

3. What capital improvement projects has your conservancy committed to construct and what is the source of funding? **The park is looking at various funding sources to construct both a fast/casual and more formal restaurant in the park. There are also plans to install a bocce court to make the green space more usable.**
4. What rights or privileges does your MOU grant you at your park? **The city is to provide \$20,000 annually for the maintenance of the fountains and \$50,000 annually for programming costs (when funds are available).**
5. Does your park have any issues with public safety? **Public safety is a concern in an urban park. The park works with the rest of the Atlanta Downtown Improvement District to provide ambassadors that oversee the park. If so, briefly state what those issues are and what measures you have taken to address those concerns? Additionally, the park works closely with the city to make sure security is provided.**

VI. Programming/Events

1. Does the conservancy organize or sponsor community events? **The parks work with others who run the events.** If so, is the primary purpose of those events (check all that apply):
 - i. Fundraising – **No**
 - ii. Community engagement/entertainment – **Yes**
 - iii. Awareness building – **Yes**
2. Are your events held in your park? **Yes.** If so, what are the challenges of holding the event in a public park? What do you do to address those challenges?
3. Which events have been most successful? **German Beer Fest which allows people to see the park.**

VII. General:

1. If you were to start your conservancy again, what would you do differently? **If it could be done again, the park would engage someone who knows park extensively: a group like Park Pride can be a very helpful resource. Speaking with other parks can also be a valuable resource. Additionally, the park would hire a grant writer/consultant who could aid in writing grants and pursuing other sources of funding such as community foundations. In terms of programming, it is encouraged to be very open-minded and get input on how people are actually using the parks. Constantly try new things. If they work, keep them. If they do not work, abandon them. There seems to be a logical tie and mutual benefit between GA State University and the park; however, GA State has not provided a commensurate level of support. Continued fostering of the relationship between the park and GA State could be helpful.**
2. What is the most important factor in the conservancy's success? **Woodruff Park is unique in that it is run by the Atlanta Downtown Improvement District, but having that support is essential. Having the additional support of the city has been helpful.**

ADDENDUM 5

Centennial Olympic Park in Atlanta, GA

CENTENNIAL OLYMPIC PARK “BEST PRACTICES” SURVEY

Park Name: Centennial Olympic Park

Conservancy Name: Not Applicable

Location: Downtown Atlanta

Approximate Size: 200 acres (Georgia Dome, Georgia World Congress Center, Park)

Number/Type of Buildings: _____

Amenities/Attractions: Restaurant (Googie Burger), icecream/water vendors, meeting space, concerts, festivals, etc.

Age of Conservancy: No conservancy; State-owned park

Age of Park: Park re-opened in 1998

I. Revenue / Fundraising

1. Does your conservancy prepare annual operating and capital budgets and who approves them? How far into the future do these plans project?
2. What is your approximate annual budget for operations of your conservancy?
3. Approximately, what percentage of your total operational budget is addressed by each source:
 - i. government grants **~50% stipend from GWCC – portion of GWCC’s proceeds from hotel/motel tax. None directly from State.**
 - ii. private foundation grants _____% This year will be the first time in the park’s 15-year history that it will seek private funding from foundation and endowment grants.
 - iii. charitable donations from individuals (excluding board members)
_____%
 - iv. charitable donations from board members _____%
 - v. charitable donations from businesses _____%
 - vi. membership dues _____%
 - vii. investment/endowment income _____%

viii. rent, user fees or other income from contractual agreements (please explain) **50% self-generated (food/bev, rental, sponsorship, events). GWCC hosts large events in the park. The park manages the event, pays Levy Restaurant to handle the food and bev, and the remainder is kept by the park. None of the remainder goes back to any government agencies or the GWCC.**

ix. fundraising events (please describe and explain) _____%

x. other (please specify) _____%

4. What is your approximate annual budget for capital projects initiated by your conservancy? How often do you review the capital projection? \$3.4MM budget

5. Approximately, what percentage of your capital needs are satisfied by each source: **(See question 3/Same source of funding)**

i. government grants _____%

ii. private foundation grants _____%

iii. charitable donations from individuals (excluding board members)
_____%

iv. charitable donations from board members _____%

v. charitable donations from businesses _____%

vi. membership dues _____%

vii. investment/endowment income _____%

viii. rent, user fees or other income from contractual agreements (please explain) _____%

ix. fundraising events (please describe and explain) _____%

x. other (please specify) _____%

6. Approximately, what amount do you budget annually for fundraising events/campaigns? \$ _____

II. Board Organization

Park staff is dedicated to the facility and are part of our \$3.4MM budget. Authority leadership consists of 5 positions, executive director, COO, CFO,

community/government liaison and communications director. All other positions are tied to the three individual facilities. Some departments, HR, Purchasing and Accounting, are considered a “central office,” but staff is dedicated from each to assist us. The Authority Board is appointed by the Governor and is responsible for advising the executive director on high level matters that help the three facilities fulfill the park’s mission.

1. What is the size of your board and have you set terms limits for the board of directors?
2. How are board members chosen?
3. Is there an expectation to fundraise by board members, if so, how much is each board member expected or encouraged to donate/raise?
4. Is there new board member orientation and/or training, if so, how much? Please describe.
5. Is there an expectation on board members to chair board committees?
6. Please list your standing committees.
7. Please list any special committees.
8. How often does the board meet?
9. How long are board meetings?
10. How often do committees meet?
11. Are there clear expectations set on board members regarding:
 - i. Meeting attendance
 - ii. Expected financial contributions
 - iii. Expected fundraising goals
 - iv. Committee leadership
 - v. Promoting the conservancy’s mission
12. Is an agenda circulated prior to each board meeting?
13. Is any business discussed that does not appear on the agenda?

14. Has your board adopted long-range goals? If so, were the goals prepared by the board or staff?
15. Does your board formulate annual objectives in pursuit of its long-range goals?
16. What is the process for evaluation of board performance?
17. Approximately, what percentage of board meeting time is spent discussing the following topics:
 - i. governance _____%
 - ii. financials _____%
 - iii. strategic planning _____%
 - iv. park/community events _____%
 - v. park trends/best practices _____%
 - vi. fundraising _____%
 - vii. risk management _____%
 - viii. security _____%
 - ix. website/community communications _____%
 - x. community engagement activities _____%

III. Membership/Public Relations

1. How many full time employees does your conservancy have? **30 full-time employees including administration, engineering, operations and public safety. Centennial Olympic Park is open 365 days/year and have staff working 24/7. This groups is responsible for over 200 event days per year including lunch time concerts, happy hour concerts, an ice rink, a 4th of July celebration, a future farmers market (inaugural season is June-September 2013) and +/- 50 special events.**
2. Has the board adopted a marketing plan or awareness campaign? If so, what are the basic components of the campaign and who developed it?

3. How do you recruit park volunteers? Are there any incentives for volunteers that you have found particularly useful?
4. How many volunteers do you involve in your various activities on an annual basis?
5. What are the total annual man hours of volunteer time organized by your conservancy?
6. How do you solicit members of the community to become members of the conservancy?
7. What are the costs of becoming a “member” of the conservancy?
8. What are the benefits to membership in the conservancy?
9. How do you solicit community input into your goals and events?
10. How do you get volunteer and donor feedback?
11. Do you have a specific plan or board member (or staff person) assigned to garner favorable press? If so, what are your methods to obtain such coverage and what mediums (paper, radio, social media) are most useful? Who are your press contacts?

IV. Government Relations

1. How often do you meet with your elected leaders on the city, county or state level?
2. On a scale of 1-5 (with 5 being the highest) please rate the amount of government support (financial, political or other) you receive from government sources?
Primarily funded from government sources. Money from events go straight to the park.
3. What are the issues that you would seek additional government help to address? What has the government’s response been to those request?

V. Operations/Maintenance/Capital Improvements/Safety

1. Does your conservancy have a memorandum of understanding (MOU) or similar agreement with the city (or other similar entity) parks department? **Not**

applicable – no tie to City Parks system. This is a state-owned facility operating as an authority within the state (quasi-governmental organization) expected to meet or exceed a “zero-based budget.” All gain against budget goes back into other projects (no profit).

2. What responsibilities for park operations does your conservancy provide?
Although there is no conservancy now, it may be needed in the future. In the next 5 years the park will require more “keep-up” or infrastructure needs. Joe has considered reaching out to non-profits to help with enhancements to the park.
3. What capital improvement projects has your conservancy committed to construct and what is the source of funding? **A rare example of a capital project that did not go through the typical budgeting process is the “Fountain of Rings” park centerpiece that was state-funded.**
4. What rights or privileges does your MOU grant you at your park?
5. Does your park have any issues with public safety? If so, briefly state what those issues are and what measures you have taken to address those concerns?

VI. Programming/Events

1. Does the conservancy organize or sponsor community events? If so, is the primary purpose of those events (check all that apply): **These would all be true for the park.**
 - i. Fundraising
 - ii. Community engagement/entertainment
 - iii. Awareness building
2. Are your events held in your park? If so, what are the challenges of holding the event in a public park? What do you do to address those challenges? **Because this park is not a City Park, it does not have restriction with vendors, blocking off areas, etc.**
3. Which events have been most successful?

VII. General:

1. If you were to start your conservancy again, what would you do differently?
Suggestion for H4WPC was to create a self-imposed CID from a grassroots level. Look at Bryant Park in NYC in Discovery Green in _____(?). Also suggested similar plan to what is being utilized at H4WPC currently, which is to solicit gifts from surrounding business based on linear feet facing the park, or SF with park frontage, etc.
2. What is the most important factor in the conservancy's success? **Joe Skopitz:**
The three main areas we discussed, being clean, safe and actively programmed, are our real strengths. If even one of those legs of the stool are missing, we would have a problem. Additionally, our staff is excellent. Dedicated people, working long hours, making a difference in the community and helping to generate economic impact for the City and State.
3. **Challenges are plentiful:**
 - i. **Being in the middle of Zone 5 of APD and trying to maintain that safe, family friendly environment.**
 - ii. **Rising costs of power, water and the labor force that stretches our budget. Power and water alone cost the Park nearly \$300k annually.**
 - iii. **Having needs for R&M and people not being able to see our infrastructure needs. Makes it difficult to secure additional funding.**
 - iv. **Being landlocked in downtown and not having dedicated parking. Creates a revenue issue and a pedestrian safety issue. Also reduces the overall access to the green space.**
 - v. **Staying fresh and relevant and not losing our identity. Staying at the forefront of people minds, whether tourist, native Atlantan or event manager/producer.**
 - vi. **Managing the three responsibilities or being an open public space, and event venue that generates revenue and maintaining our**

connection to the Centennial Games as a lasting legacy of the Olympics.”

- vii. The lack of residential uses surrounding the park makes community involvement more difficult (unlike H4WP or Piedmont).**

ADDENDUM 6

Friends of Little Nancy Creek Park in Atlanta, GA

FRIENDS OF LITTLE NANCY CREEK PARK “BEST PRACTICES” SURVEY

Park Name: Little Nancy Creek Park

Conservancy Name: Friends of Little Nancy Creek Park

Location: 4012 Peachtree Dunwoody Road, Atlanta, Georgia 30342

Approximate Size: 5 acres

Number/Type of Buildings: 0

Amenities/Attractions: Community Garden, Fitness Zone, Playground, Perimeter Trail, Bridge, Creek, Passive lawn area

Age of Group: 6 years

Age of Park: 6 years

Date of Submission: April 2, 2013

LNCP Representatives: Mark Stovin (Co-President; mstovin@adww.com) and Tres Carpenter (Co-President; trescarpenter@gmail.com)

Interviewers: Dan Weede

Webpage: <http://www.littlenancycreekpark.org>

I. Revenue / Fundraising

1. Does your conservancy prepare annual operating and capital budgets and who approves them? How far into the future do these plans project? **Yes, and the board approves these budgets, though they are flexible. Normally one year out.**
2. What is your approximate annual budget for operations of your conservancy? **We have virtually no overhead since we have no paid employees or office space. Park Pride takes 5% out of what we raise to cover their administrative burden.**
3. Approximately, what percentage of your total operational budget is addressed by each source:
 - i. government grants 0%
 - ii. private foundation grants 0%
 - iii. charitable donations from individuals (excluding board members) 0%
 - iv. charitable donations from board members 0%
 - v. charitable donations from businesses 0%

- vi. membership dues 0%
- vii. investment/endowment income 0%
- viii. rent, user fees or other income from contractual agreements (please explain) 0%
- ix. fundraising events (please describe and explain) 0%
- x. other (please specify) **Park Pride 100%**

What is your approximate annual budget for capital projects initiated by your conservancy? How often do you review the capital projection? Our typical targeted spend has been close to \$150k per year for various projects in the park. We review these projects monthly at board meetings.

4. Approximately, what percentage of your capital needs are satisfied by each source:
 - i. government grants 6%
 - ii. private foundation grants 33%
 - iii. charitable donations from individuals (excluding board members) 27%
 - iv. charitable donations from board members 6%
 - v. charitable donations from businesses 28%
 - vi. membership dues 1.4%
 - vii. investment/endowment income 0%
 - viii. rent, user fees or other income from contractual agreements (please explain) 0%
 - ix. fundraising events (please describe and explain) **Hard to tie a direct figure. Most events create buzz around park and lead to donations but timing is not directly correlated. 0%**
 - x. other (please specify) 0%
5. Approximately, what amount do you budget annually for fundraising events/campaigns? **We have tried to raise approximately \$150k/year the last few years.**

II. Board Organization

1. What is the size of your board and have you set terms limits for the board of directors? **13 members**
2. How are board members chosen? **Recruited by word of mouth and neighborhood e-blasts. Then elected by a board vote.**
3. Is there an expectation to fundraise by board members, if so, how much is each board member expected or encouraged to donate/raise? **Each board member is encouraged to fundraise by spreading the word about our park, and by knowing where we are versus our goal. Coincidentally 100% of our board is a Founder level donor of the park.**
4. Is there new board member orientation and/or training, if so, how much? Please describe. **Hit the ground running – train on the go.**
5. Is there an expectation on board members to chair board committees? **Yes**
6. Please list your standing committees. **Fundraising, Construction, Marketing, Safety, Finance, Volunteer**
7. Please list any special committees. **Safety**
8. How often does the board meet? **Monthly**
9. How long are board meetings? **2 hours**
10. How often do committees meet? **As needed**
11. Are there clear expectations set on board members regarding:
 - i. Meeting attendance - **Yes**
 - ii. Expected financial contributions - **No**
 - iii. Expected fundraising goals - **Yes**
 - iv. Committee leadership - **Yes**
 - v. Promoting the conservancy's mission - **Yes**
12. Is an agenda circulated prior to each board meeting? - **Yes**
13. Is any business discussed that does not appear on the agenda? - **Yes**

14. Has your board adopted long-range goals? If so, were the goals prepared by the board or staff? **Yes (Strategic Plan is available upon request)**
15. Does your board formulate annual objectives in pursuit of its long-range goals? - **Yes**
16. What is the process for evaluation of board performance? – **No process**
17. Approximately, what percentage of board meeting time is spent discussing the following topics:
 - i. governance 5%
 - ii. financials 10%
 - iii. strategic planning 40%
 - iv. park/community events 10%
 - v. park trends/best practices 5%
 - vi. fundraising 20%
 - vii. risk management 2%
 - viii. security 1%
 - ix. website/community communications 2%
 - x. community engagement activities 5%

III. Membership/Public Relations

1. How many full time employees does your conservancy have? **0**
2. Has the board adopted a marketing plan or awareness campaign? If so, what are the basic components of the campaign and who developed it? **Yes – fundraising Thermometer, Founders Club, Facebook/Twitter**
3. How do you recruit park volunteers? Are there any incentives for volunteers that you have found particularly useful? **Partnerships with organizations like Park Pride, EarthShare, Trees Atlanta, Hands On Atlanta**

4. How many volunteers do you involve in your various activities on an annual basis? **Several hundred**
5. What are the total annual man hours of volunteer time organized by your conservancy? **Over 1000**
6. How do you solicit members of the community to become members of the conservancy? **Word of mouth, e-blast**
7. What are the costs of becoming a “member” of the conservancy? **\$50 annual**
8. What are the benefits to membership in the conservancy? **Communication, sticker**
9. How do you solicit community input into your goals and events? **Surveys (for goals) Participation for Events**
10. How do you get volunteer and donor feedback? **Word of mouth, web and facebook comments**
11. Do you have a specific plan or board member (or staff person) assigned to garner favorable press? If so, what are your methods to obtain such coverage and what mediums (paper, radio, social media) are most useful? Who are your press contacts? **Not really. We do have relationships with local reporters at Buckhead Reporter, Northside Neighbor, Buckhaven, etc. Anne Wilkie writes an article for N. Buckhead Newsletter.**

IV. Government Relations

1. How often do you meet with your elected leaders on the city, county or state level? **quarterly**
2. On a scale of 1-5 (with 5 being the highest) please rate the amount of government support (financial, political or other) you receive from government sources? **5**
3. What are the issues that you would seek additional government help to address? **Traffic safety, crime, procedural issues**
4. What has the government’s response been to those request? **Somewhat responsive depending on the issue and departments involved**

V. Operations/Maintenance/Capital Improvements/Safety

1. Does your conservancy have a memorandum of understanding (MOU) or similar agreement with the city (or other similar entity) parks department? **No**
2. What responsibilities for park operations does your conservancy provide?
Additional services outside of routine maintenance (landscaping, volunteer coordination, beautification)
3. What capital improvement projects has your conservancy committed to construct and what is the source of funding? **Bridge, Pavilion, hardscape/landscape around community garden (see Strategic Plan)**
4. What rights or privileges does your MOU grant you at your park? **No written MOU but City does guarantee they will maintain (trash, mow, maintain equipment)**
5. Does your park have any issues with public safety? If so, briefly state what those issues are and what measures you have taken to address those concerns? **Yes. Traffic Safety is a major concern. There are no sidewalks on west side of Peachtree Dunwoody road along the frontage of the park. Cars at upwards of 40 MPH pose serious danger to pedestrians. Crosswalk to get into park creates false sense of safety. Small parking lot sometimes means cars are jammed trying to access park, and they back up to main road.**

VI. Programming/Events

1. Does the conservancy organize or sponsor community events? If so, is the primary purpose of those events (check all that apply): **Yes**
 - i. Fundraising **X**
 - ii. Community engagement/entertainment **X**
 - iii. Awareness building **X**
2. Are your events held in your park? **YES** If so, what are the challenges of holding the event in a public park? **Permitting, parking, safe access** What do you do to address those challenges? **Hire off duty police to direct traffic, file permits for heavily attended events, etc.**

3. Which events have been most successful? **Concerts in the park, Chili Cookoff, Easter Egg Hunt**

VII. General:

1. If you were to start your conservancy again, what would you do differently?
Nothing
2. What is the most important factor in the conservancy's success? **Dedicated group of people, Park Pride, park awareness**

ADDENDUM 7

Nashville Trails and Greenways in Nashville, TN

NASHVILLE TRAILS AND GREENWAYS “BEST PRACTICES” SURVEY

Park Name: Nashville Trails and Greenways

Conservancy Name: Greenways for Nashville (the “Conservancy”)

Location: Nashville, TN

Approximate Size: 50 miles of Greenway trails

Number/Type of Buildings: TBD

Amenities/Attractions: Recreation / nature centers, riverfront parks

Age of Conservancy: TBD

Age of Park: TBD

I. Revenue / Fundraising

1. Does your conservancy prepare annual operating and capital budgets and who approves them? How far into the future do these plans project? **Yes, operating and capital budgets are approved by the conservancy board and the Greenways Commission, which is a division of Metro Parks, a branch of the city government. Greenways has a 1, 3 and 5 year plan. Friends has a 2 year plan.**
2. What is your approximate annual budget for operations of your conservancy? **All operations and maintenance are handled by Metro Parks. The Conservancy has a \$240k annual budget for administration and promotion.**
3. Approximately, what percentage of your total operational budget is addressed by each source:
 - i. government grants **100%**

- ii. private foundation grants **n/a%**
 - iii. charitable donations from individuals (excluding board members) **n/a%**
 - iv. charitable donations from board members **n/a%**
 - v. charitable donations from businesses **n/a%**
 - vi. membership dues **n/a%**
 - vii. investment/endowment income **n/a%**
 - viii. rent, user fees or other income from contractual agreements (please explain) **n/a%**
 - ix. fundraising events (please describe and explain) **n/a%**
 - x. other (please specify) **n/a%**
4. What is your approximate annual budget for capital projects initiated by your conservancy? How often do you review the capital projection? **Capital projects are planned and funded by the Greenways Commission. Annual budget is \$4 – 6mm. Some smaller capital projects (benches, pavilions, etc.) are funded from private donations to the Conservancy. Typically \$200k annually.**
5. Approximately, what percentage of your capital needs are satisfied by each source:
- i. government grants **100%**
 - ii. private foundation grants **n/a**
 - iii. charitable donations from individuals (excluding board members) **<1%**

- iv. charitable donations from board members **n/a**
 - v. charitable donations from businesses **n/a**
 - vi. membership dues **n/a**
 - vii. investment/endowment income **n/a**
 - viii. rent, user fees or other income from contractual agreements (please explain) **n/a**
 - ix. fundraising events (please describe and explain) **n/a**
 - x. other (please specify) **n/a**
6. Approximately, what amount do you budget annually for fundraising events/campaigns? **\$240k**

II. Board Organization

1. What is the size of your board and have you set terms limits for the board of directors? **26 on the Friends Board and 7 on the Greenways Commission Board.**
2. How are board members chosen? **Having a board with influence over Metro Parks and City Council is key. Board members are “grassroots trail types, very social deep pockets who feel that their time is valuable and they their time on the board is being used to effectively get things done in the community.”**

3. Is there an expectation to fundraise by board members, if so, how much is each board member expected or encouraged to donate/raise? **No expectation to raise or donate, but they often do give generously.**
4. Is there new board member orientation and/or training, if so, how much? Please describe. **TBD**
5. Is there an expectation on board members to chair board committees? **TBD**
6. Please list your standing committees. **TBD**
7. Please list any special committees. **TBD**
8. How often does the board meet? **Once every other month.**
9. How long are board meetings? **TBD**
10. How often do committees meet? **TBD**
11. Are there clear expectations set on board members regarding:
 - i. Meeting attendance **TBD**
 - ii. Expected financial contributions **TBD**
 - iii. Expected fundraising goals **TBD**
 - iv. Committee leadership **TBD**
 - v. Promoting the conservancy's mission **TBD**
12. Is an agenda circulated prior to each board meeting? **TBD**
13. Is any business discussed that does not appear on the agenda? **TBD**

14. Has your board adopted long-range goals? If so, were the goals prepared by the board or staff? **Yes, both.**

15. Does your board formulate annual objectives in pursuit of its long-range goals? **Yes.**

16. What is the process for evaluation of board performance? **TBD**

17. Approximately, what percentage of board meeting time is spent discussing the following topics:

i. governance _____% **TBD**

ii. financials _____% **TBD**

iii. strategic planning _____% **TBD**

iv. park/community events _____% **TBD**

v. park trends/best practices _____% **TBD**

vi. fundraising _____% **TBD**

vii. risk management _____% **TBD**

viii. security _____% **TBD**

ix. website/community communications _____% **TBD**

x. community engagement activities _____% **TBD**

III. Membership/Public Relations

1. How many full time employees does your conservancy have? **3FT and 2PT**

2. Has the board adopted a marketing plan or awareness campaign? If so, what are the basic components of the campaign and who developed it? **Yes, the main annual event is Dinner on the Bridge, which is a fundraising and awareness banquet for board members and the community. Also an annual 5k.**
3. How do you recruit park volunteers? Are there any incentives for volunteers that you have found particularly useful? **Solicit community involvement for park cleanups, education, etc. When a new piece of the trail is opened or being planned, awareness campaign is launched.**
4. How many volunteers do you involve in your various activities on an annual basis? **TBD**
5. What are the total annual man hours of volunteer time organized by your conservancy? **TBD**
6. How do you solicit members of the community to become members of the conservancy? **See above.**
7. What are the costs of becoming a “member” of the conservancy? **\$35 for personal membership.**
8. What are the benefits to membership in the conservancy? **TBD**
9. How do you solicit community input into your goals and events? **Newly planned trails go through a community planning and education process.**
10. How do you get volunteer and donor feedback? **Meetings and website.**
11. Do you have a specific plan or board member (or staff person) assigned to garner favorable press? If so, what are your methods to obtain such coverage and what

mediums (paper, radio, social media) are most useful? Who are your press contacts? **TBD**

IV. Government Relations

1. How often do you meet with your elected leaders on the city, county or state level? **Daily**
2. On a scale of 1-5 (with 5 being the highest) please rate the amount of government support (financial, political or other) you receive from government sources? **5**
3. What are the issues that you would seek additional government help to address?
What has the government's response been to those request? **TBD**

V. Operations/Maintenance/Capital Improvements/Safety

1. Does your conservancy have a memorandum of understanding (MOU) or similar agreement with the city (or other similar entity) parks department? **No, as virtually all park services are covered by the city.**
2. What responsibilities for park operations does your conservancy provide? **None.**
3. What capital improvement projects has your conservancy committed to construct and what is the source of funding? **See above.**
4. What rights or privileges does your MOU grant you at your park? **n/a**
5. Does your park have any issues with public safety? If so, briefly state what those issues are and what measures you have taken to address those concerns? **n/a**

VI. Programming/Events

1. Does the conservancy organize or sponsor community events? If so, is the primary purpose of those events (check all that apply):
 - i. Fundraising **Yes**
 - ii. Community engagement/entertainment **Yes**
 - iii. Awareness building **Yes**
2. Are your events held in your park? If so, what are the challenges of holding the event in a public park? What do you do to address those challenges? **Yes, see above. Conservancy is also contemplating expanded uses for Riverfront Park (concerts, festivals, etc.) to help with awareness. However, as the city controls and maintains the park, these events would likely benefit the city and not the Conservancy.**
3. Which events have been most successful? **Dinner on the Bridge**

VII. General:

1. If you were to start your conservancy again, what would you do differently?
2. What is the most important factor in the conservancy's success? **Good relationship with city government and an influential board.**