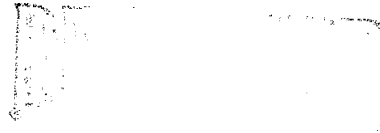


TO:

Charlie S.  
Trudye M.  
Patti B.  
Charlie L.  
Don C.  
✓ Les S.  
Terry B.  
Jerry B.



U 4 2003

DIRECTION OF PARKS

FR: Michele R. *MR*

DA: March 3, 2003

RE: Public/Private Partnership Guidelines  
Role of Parks Foundation

I found the Operational Guidelines I was looking for. The copy I have is undated, however a companion memorandum indicates that they were revised in 1995 – the attached copy incorporates those changes and are, to my knowledge, the most current iteration. They open with the "Mission of the Foundation," which I believe sheds light on the Foundation's role as envisioned by the Montgomery County Planning Board when it created the Foundation.

Attachment

# **MONTGOMERY COUNTY PARKS FOUNDATION, INC.**

## **Operational Guidelines**

- I. **Mission of Foundation**
  - A. **Acquisition of increased financial support for the Montgomery County parks system**
  - B. **Acquisition of increased volunteer support and in-kind gifts for the Montgomery County parks system**
  - C. **Acquisition of additional land and easements for open spaces and scenic enhancement for the Montgomery County parks system**
  - D. **Promotion of public use and enjoyment of the Montgomery County parks system**
  - E. **Promotion of public awareness and education about issues important to the Montgomery County parks system**
  - F. **Advocacy on behalf of the Montgomery County parks system in public and quasi-public forums in a manner consistent with Section 501 © (3) status**
  
- II. **Partnership relationship of the Foundation to Friends Societies and the Montgomery County Department of Park and Planning — In addition to developing its own programs, the Foundation will serve to facilitate and to support the initiation of new programs, and the expansion of existing programs, developed by Friends Societies and by the Department of Park and Planning.**
  - A. **Relationship of the Foundation to Friends Societies — Multiple Friends Societies are contemplated to be established with the approval of, and under the ultimate authority and control of, the Foundation.**
    1. **Mission of a Friends Society — To promote specific facilities and specific resources within the Montgomery County parks system.**
    2. **The organization and administration of Friends Societies are to be quasi-independent of the Foundation, except that all funds of Friends Societies (including those raised directly by the Friends Societies) are to be held, invested, and disbursed by the Foundation. All funds raised directly by a Friends Society and held by the Foundation shall be disbursed by the Foundation only in accordance with the written directions of the Friends Society which raised said funds, as provided for in 3b, below.**

3. **Procedures for the development and funding by the Foundation of a particular Friends Society project**
  - a. **A Friends Society prepares a written program design with a statement of administrative and budget needs, including (I) goals for monies to be raised and administrative needs to be met by the Friends Society, and (ii) a description of support requested from the Foundation and the Montgomery Department of Park and Planning (monetary and otherwise).**
  - b. **The Foundation reviews the written program design and works with the Friends Society to prepare a program design, including a prioritized schedule of program execution, satisfactory to both organizations and acceptance to the Department of Park and Planning.**
  - c. **The Foundation and Friends Society cooperatively prepare a final program design, including the identification of tasks and responsibilities of each organization (monetary and otherwise).**
  - d. **The program is implemented, with continual and coordinated monitoring by the Foundation, Friends Society, and the Department of Park and Planning.**

**B. Relationship of the Foundation to the Department of Park and Planning — Although the Foundation is administratively and financially independent of the Department of Park and Planning, the mission of the Foundation and the mission of the Department of Park and Planning are so intertwined that a high level of cooperation and coordinated planning between the two organizations is contemplated.**

1. **The Department of Park and Planning is encouraged to identify opportunities for improvement within the Montgomery County parks system, which would be achieved with use of private funds and/or volunteer support, and to communicate such opportunities to the Foundation.**
2. **The Foundation will determine which of such needs are consistent with its goals and priorities and will work with the Department of Park and Planning (and with Friends Societies to the extent appropriate) to develop responses to meet such identified needs.**

**# # #**

October 9, 1995

MEMORANDUM

TO: Donald K. Cochran, Director of Parks  
FROM: Michele Rosenfeld, Associate General Counsel *MR*  
RE: Amendment to Operational Guidelines of the Montgomery County Parks Foundation (Action Taken September 28, 1995).

During its last session as Board of Trustees for the Montgomery County Parks Foundation, the Board adopted the following language in Section II.A.2. of its Guidelines:

The organization and administration of Friends Societies are to be quasi-independent of the Foundation, except that all funds of Friends Societies (including those raised directly by the Friends Societies) are to be held, invested and disbursed by the Foundation. **All funds raised directly by a Friends Society and held by the Foundation shall be disbursed by the Foundation only in accordance with the written directions of the Friends Society which raised such funds, as provided for in 3b, below.** (Emphasis added.)

Section 3b specifies that the Foundation must review a "written program design" and work with the Friends Society to "prepare a program design satisfactory to both organizations, and acceptable to the Department of Parks."

These two paragraphs, when read together, require that there be a written program design approved by the Foundation and Friends Society, and acceptable to the Department of Parks, before any funds can be disbursed. Therefore, I recommend that the existing Friends Societies submit such a written program design to the Foundation for review and approval. The program design need not be elaborate -- perhaps even a letter outlining the initial goals would suffice -- but a program design must be approved by the Foundation and accepted by

the Department before additional monies can be spent. Funds spent prior to approval of the program design would be improperly disbursed, and subject to challenge.

Please call me if you have questions or need any additional information on this matter.

cc: Board of Trustees, Montgomery County Parks Foundation  
Ronald D. Schiff, General Counsel  
Patricia M. Goldberg, Associate General Counsel

MMR:mmr  
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