M-NCPPC

Montgomery County Department of Park and Planning

THE MARYLAND NATIONAL CAPITAL
PARK AND PLANNING COMMISSION
8787 Georgia Avenue
Silver Spring, Maryland 20901

January 6, 2005

Memorandum

TO: Charlie Loehr, Director

FROM: Don Cochran, Deputy Director
          Bill Mooney, Chief, Enterprise Division

SUBJECT: Structure for Parks Foundation

The purpose of the memorandum is to summarize our discussions regarding the structure of the administrative support for the Park Foundation and to make recommendations as to the mission and future direction of the Foundation.

There has been significant substantive discussion on these topics over the past several months. Various models have been examined and we have made significant progress toward a conclusion that we believe makes good sense and provides a way to move forward.

It is clear that the Foundation and the Planning Board want to come to conclusion on several issues including: the primary purpose and mission of the Foundation; the structure for administrative support; and an overall Commission/Foundation strategy on the issues of Friends Raising and Fund Raising.

Commission development management – Currently the Grants Manager, we recommend that this position have substantially more responsibility to include:
    Grants
    State Bond Bills
    Major Fund Raising
    Planned Giving
    Strategic Plan for Alternative Revenue
    Partnership Committee
    Support for Special Projects
    Liaison to Parks Foundation and support for:
        Project Development
        Fundraising
        Support of Friends Groups

The Parks Foundation is in transition. At the current time, the primary mission and purpose is and should remain:
    Develop and support friends groups – Friends Raising
    Special events planning and management
    Special projects
    Fundraising.

As the Foundation evolves and develops more capacity, functions listed under the Commission development management may transition to responsibilities of the Foundation.

<u>Additional Recommendations</u>

- To provide the financial and administrative support for the Foundation, we propose that the Foundation utilize funds currently in their reserve (approximately $1,000,000) for administrative costs, direct grants, matching grants, and other strategic activities that support projects and give the Foundation visibility. We also propose that the Commission work to find alternative sources of revenue so that the funds can be replenished. For example, we recommend that the "third lot" at Woodstock be earmarked for transfer to the Foundation after they have been subdivided as planned, assuming the first two lots sold replenish ALARF.

- In addition, we recommend that the Foundation continue to have a director responsible for the activities described above and an administrative staff position to coordinate the office functions. These positions would be paid for out of the funds as described above and with the continuing $30,000 stipend from the Commission's budget.

- We recommend that the Commission restructure the Grant Writer function in the office of the Deputy Director as described above.

- It will be critical to the overall success of this strategy that there be a high level of cooperation and interaction between these positions. This will ensure that we have the highest probability of success in meeting our goals of strengthening or constituency base while we identify and bring new resources to the mission of the Commission.

- To further enhance the overall relationship between the organizations, we recommend that the Commission Chair and the Director sit on the board of the Foundation. We also recommend that the Foundation Chair and Director sit on the Partnership Team.

        Once a structure is determined, there will be several issues that need immediate attention to facilitate the goals of these changes. Several of these are as follows:

- Resolve structure issues to facilitate the Foundation in doing projects in park facilities;

- Develop a systematic way to move funds from the Foundation to CIP projects;

- Develop more universal agreements between the Foundation and the Commission.