




Montgomery Parks
FOUNDATION

MCPB Agenda Item 2- April 11, 2013

April 4, 2012

MEMORANDUM

To: Montgomery County Planning Board

From: Debbie Rankin, CFRE 
Executive Director, Montgomery Parks Foundation

Cc: Mary Bradford, Director of Parks
Mike Riley, Deputy Director
John Nissel, Deputy Director
Joe Isaacs, President, Board of Trustees, Montgomery Parks Foundation

Subject: Montgomery Parks Foundation- Fiscal Year 2012 Update and presentation of Audit

Presentation of FY12 Independent Financial Audit

The independent Audit approved by the Montgomery Parks Foundation Board of Trustees on March 27, 2013 is presented to the Planning Board as required by the Memorandum of Understanding between M-NCPPC and the Montgomery Parks Foundation.
Please note: The Foundation is on a calendar year (January 1-December 31)

The Foundation is very proud to report:
153% return on Investment for Montgomery Parks
including the non-cash support of Montgomery Parks
244% including cash support only

The FY12 Audited Financial Statements for Year Ended December 31, 2012 was prepared by Government & Non-Profit Audit Group, PLC. The audit demonstrates continued forward progress toward a successful fundraising program by the Montgomery Parks Foundation on behalf of Montgomery Parks. The in-kind support provided by the Department in the form of salaries, supplies and office space are clearly identified in the audit. Expenses are categorized as program expenses, management and general, and fundraising.

Revenue and support:

\$415,295 was received as Contributions (General donations, major gifts, Tribute programs including bench, trees and bricks, corporate donations, as well as the revenue from the Friends of Montgomery Parks program)

\$193,850 was provided by Montgomery Parks as in-kind support (staff salaries, plus estimated value of occupied office space and equipment, marketing materials and office supplies)

\$609,160 is the total revenue and support received by the Foundation

Expenditures (in addition to in-kind support provided above):

\$282,722 in total expenditures

Exclusive of in-kind support \$193,850- \$88,872

\$113,371 in program costs which includes the expenses related to donor programs (dedication signage, costs related to tribute programs, portion of salaries related to programming)

\$90,930 in expenses related to management and general operations including salaries

\$78,421 in fundraising expenses, primarily salaries offset by in-kind support

Comment: Important to note that programmatic expenses frequently directly benefit Montgomery Parks in the form of additional assets- benches, trees, and funding for programs. The Foundation will show payments to, or on behalf of Montgomery Parks, as expenses.

Summary Remarks

The Foundation continues to make significant progress toward the creation of a sustainable and successful fundraising organization with a mission to identify and solicit non-taxpayer based revenues to support Montgomery Parks. Since last year's presentations to the Planning Board the following should be noted:

- **MOU Negotiations**

In June 2012 the Board of Trustees of the Montgomery Parks Foundation presented a draft MOU to the Planning Board. We remain in negotiations on this critical document

at this time and that has created a number of challenges for both the Staff and the Board.

- Lack of clarity makes it difficult to welcome new Board members. *Board development is a significant aspect of creating a successful fundraising organization.*
- It is difficult if not impossible to plan strategically when the source of funding for operations is not assured or clarified.

Recommendation: We encourage the Planning Board to help the dedicated volunteer governing body, the Board of Trustees of the Montgomery Parks Foundation, to intensify their efforts to raise significant funding support for Montgomery Parks by concluding this elongated process.

- **Major Donors and Programs**

The Foundation was privileged to work with several major donors this past year.

- The Westmoreland community worked to save their “Little House”. When faced with the possibility of the aging structure being razed, the community decided to raise funds for its repair in collaboration with the Montgomery Parks Foundation. The community raised \$75,000 in the last few months of 2012.
- A generous donor came forward interested in providing a Greenhouse to Brookside Gardens. Contributions from this past year include a \$60,000 gift provided by a donor to refine the Master Plan for presentation to the Planning Board to allow for the installation of the Greenhouse.
- A group of Westmoreland Citizens Association neighbors banded together to restore a portion of Little Falls Branch Park by researching the deer population, eradicating invasive plants and planting trees and shrubs to mitigate erosion- all funded by private support. Donation of \$11,000 directed to the Non-native invasive and deer management programs.
- A successful partnership with Whole Foods Markets led to a generous corporate donation of over \$27,000 to support the Community Gardens Program.
- Sandy Shepherd of Kona Ice fulfilled his two year pledge of \$10,000 to support the Montgomery Parks Foundation. Sandy has pledged additional support in 2013. The Kona Ice truck can be found at Wheaton Regional Park from spring to fall.

- **Capital Campaign and Development Plan**

The Foundation has retained consultant Julie Carter, well respected in the metropolitan D.C. area for her fundraising acumen. Ms. Carter will provide additional guidance and

human resources to the limited Foundation staff to enable a Capital Campaign to support Josiah Henson Park as well as the drafting of a strategic development plan for fundraising over the next 12-18 months. With a **goal of soliciting over 1 million dollars in private donations**, resources are stretched incredibly thin. Ms. Carter will provide tremendous benefit and perspective as we move forward.

- **Communications and Acquisitions- Donors and Friends**

Our first mailing in the fall to 40,000 contacts was incredibly successful. **The Foundation cultivated 150 new donors and 116 new “Friends”** from this mailing alone.

Our second significant mailing, an acquisition mailing intended to “acquire” new donors and supporters, was mailed at the end of March 2013 to 60,000 park associated addresses in Montgomery County.

Communications to donors and Friends is conducted on an on-going basis through electronic and regular mail. Communication efforts focus on creating new and unique opportunities for donors to engage with their parks. We work very closely with the PACP Division to align with their messaging strategies and marketing goals.

- **Foundation Staff**

The current Foundation staff consists of Debbie Rankin, Executive Director and Raleigh Leichter, Development Program Manager. Grant Writer and Coordinator Nina Aplebaum, is working under the supervision of the Foundation with plans to move her to the Foundation staff compliment as we move forward. The Foundation has hired a part-time (10 hr/wk) intern to provide much needed administrative support to the staff. Montgomery Parks has assured the Executive Director that additional administrative support will be provided.

- **Grants Management and Administration**

Creating a functional and effective grant program is a high priority of the Foundation. With the 501(c)(3) status, the Foundation is in the enviable position to identify private and corporate foundation sources interested in working with effective non-profits to promote their missions. Montgomery Parks has initiated a “Grant Workgroup” to consider the logistics of this new program and we are optimistic about the potential to identify untapped funding streams.