

**CARBONDALE PARKS & RECREATION COMMISSION
REGULAR MEETING
WEDNESDAY, September 14, 2022 Pot Luck 6:00 pm Meeting 7:00 P.M.
Carbondale Town Hall Trustee Chambers**

<u>TIME*</u>			<u>ITEM</u>	<u>DESIRED OUTCOME</u>
7:00		1.	Roll Call	
7:05		2.	Approval of August 10, 2022 Minutes	INFORMATIONAL
7:10		3.	Items from Citizens Present Not on the Agenda	
7:15		4.	Rule change proposal for Hendricks, Glassier and Nature Park off-leash dog areas.	INFORMATION DISCUSION DECISION (Attachment A)
7:25		5.	Marty Silverstein proposal to name 4 th Street Park "Chacos" park.	INFORMATION DISCUSION DECISION (Attachment B)
8:00		6.	MOU with Roaring Fork Food Alliance Permaculture Garden annual update	INFORMATION (Attachment C)
8:15		7.	Aquatics Facility Master Plan – Municipal Bond Pricing Process Commissioners questions for Aspen Community Foundation Non-endowed Organizational Fund	INFORMATION (Attachments D)
8:45		8.	Report & Updates: Staff & Commission Members <ul style="list-style-type: none"> Eric Brendlinger, Parks & Recreation Director 30/60/90 Day Outlook Jessi Rochel, Rec Center Manager Parks & Recreation Commissioners Luis Yllanes, Trustee Liaison 	INFORMATION (Attachment D)
9:00		9.	Adjournment*	*Please note: Times are approximate

Parks & Recreation Commission Meeting September 14, 2022
Item #3 Attachment A

Hello- Denise Moss <wizard4448@gmail.com>

I am making the plea for the commission to change the rules at the dog park off of Hendrick Dr (across from the soccer field). There have been many instances of aggressive non-neutered dogs at this park. A local vet has been advising clients NOT to neuter and spay dogs until they are over a year old.

Unfortunately, after I asked him to please advise those same clients to avoid dog parks, I heard crickets. These dogs are aggressive, cause fights, attack other dogs and are insistent "humpers" to the dismay of the other dogs who are there to play and get fresh air. Many people bring their children, and many visitors are elderly. I fear one of them will get between dogs fighting. People have been getting in more and more altercations over this and the threat of violence is imminent. As silly as it sounds, it is a real problem that is getting worse as the population of Carbondale grows exponentially. I was just forced to leave the park for the umpteenth time to get my dogs away from an aggressive non-neutered male. The owners act like their brains are scooped out and cannot make the connection between non-neutered and aggression, nor do they understand the difference between play and aggression. If other dogs are running away with their tails between their legs, or getting nipped and bit, it's not play. This is a simple solution based on safety and common sense. Please act ASAP. Non-neutered dogs should not be allowed in an enclosed dog park. Denise Moss 970-379-9127

This property is owned by the Town of Carbondale and managed by the Parks and Recreation Department for you and your dogs' enjoyment and benefit. As a user of this property, you understand your responsibility for yourself and your dog. You must abide by all the following posted Rules and Regulations.

1. Both small / passive and large dogs are welcome with a responsible owner / handler.
2. Dogs must wear a visible and current license and have been vaccinated for rabies. Municipal Code Ordinance 7-6-120
3. Dog waste must be removed and properly disposed of.
4. Aggressive dog behavior is not permitted within the park area. If your dog(s) can't play without causing dog fights, or attack other dogs while playing, you may be asked to refrain from bringing your dog inside the park. Any dog owner / handler who believes a dog brought into the park does not exhibit appropriate "social" interaction with other dogs, can ask that owner/handler to remove his / her dog from the park. If this situation persists, the owner / handler who brings their aggressive dog(s) inside the park can be cited for a violation of the Municipal Code Ordinance 7-6-180. In accordance with the Municipal Code Ordinance 7-6-180 below, this ordinance will be strictly enforced.
5. Gates must be kept closed at all times.
6. Female dogs in heat are not permitted within the facility. If non-spayed or neutered dogs display aggressive behavior they are not permitted within the facility.
7. Any damage done to the park property (i.e. digging, fence damage) must be repaired by the responsible owner or dog handler.
8. Children 12 and under must be accompanied by an adult.
9. Dogs must be leashed until completely inside the enclosed property.
10. All dog owner / handlers who fail to comply with these rules can be asked to leave or be cited, if appropriate.

Thank you for your cooperation and enjoy your time here.

Town of Carbondale Parks and Recreation Department

Town of Carbondale- City Ordinances & Regulation

7-6-120 Short title-Definitions.

"Owner" means the person, or persons, firm, entity, association or corporation that owns, keeps or harbors a dog. "Vaccination" means vaccination or inoculation of a dog with a vaccine approved by the Colorado State Department of Health for use in prevention of rabies. (Ord. 4-1966 § 1).

7-6-180 Vicious dogs-Prohibition.

No person shall own, keep or harbor a vicious dog. For purposes of this chapter, a vicious dog is one that anywhere in the town inflicts unprovoked bites or attacks on human beings or other animals or acts without provocation towards any person in a terrorizing or menacing manner. (Ord. I-1985 (plat); Ord. 4-1966 § 9).

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5. Gates must be kept closed at all times on the perimeter of the park.
6. Female dogs in heat are not permitted within the facility.
7. Any damage done to the park property (i.e. digging, fence damage) must be repaired by the responsible owner or dog handler.
8. Children 12 and under must be accompanied by an adult.
9. Dogs must be leashed until completely inside the property.
10. All dog owner / handlers who fail to comply with these rules can be asked to leave or be cited, if appropriate.

Thank you for your cooperation and enjoy your
recreation time here.

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RESOLUTION NO. 15
Series of 2013

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF
CARBONDALE, COLORADO, AUTHORIZING THE CREATION OF PROCEDURES
FOR THE NAMING OR RENAMING OF PUBLIC PARKS AND PUBLIC FACILITIES.**

WHEREAS, the Board of Trustees of the Town of Carbondale may have occasion to name or rename a Town of Carbondale public park or park facility; and,

WHEREAS, it is appropriate to establish criteria and procedures for the Town of Carbondale to name or rename such public parks or park facilities;

NOW THEREFORE, be it resolved by the Board of Trustees of the Town of Carbondale, Colorado that the attached policy shall be adopted for the naming or renaming of a Town of Carbondale public park or park facility.

INTRODUCED, READ, AND ADOPTED this 27th day of August, 2013.

Town of Carbondale, Colorado

By: _____
Stacey Bernot, Mayor

ATTEST:

Cathy Derby, Town Clerk

**POLICY FOR THE NAMING OR RENAMING OF
A TOWN OF CARBONDALE PUBLIC PARK OR PARK FACILITY**

- A. General Policy.** Town of Carbondale public parks or park facilities, including interior features, sub-elements, or portions of a park or park facility, may be named or renamed as provided for in this Town policy. Interior features, sub-elements, or portions of a park or park facility may be named or have a different name than that of the entire park or park facility. However, the provisions contained within this Policy shall not apply to such minor items as park benches, picnic tables, trees, refuse receptacles, flagpoles, water fountains, or similar tangible items.
- B. Procedure for Naming or Renaming.** The following procedure shall be followed for naming or renaming a Town of Carbondale public park or park facility, including interior features, sub-elements, or portions of a park or park facility:
1. Upon the request by a resident of the Town to name or rename a Town park or park facility, such naming or renaming shall be brought before a regular meeting of the Parks & Recreation Commission for its consideration. Town staff will provide a history behind the current name of a Town park or park facility under consideration for being renamed.
 - a. In the case of the naming of a Town park or park facility, the Parks & Recreation Commission shall provide a 45-day public comment period to allow for any citizen comment or objection to the proposed name and to solicit any alternative names from the public. All such solicited names shall be recorded by Town staff and presented to the Parks & Recreation Commission at its next regular meeting.
 - b. In the case of the renaming of a Town park or park facility, renaming is discouraged and shall only be considered in exceptional circumstances. The person, group, or entity requesting the renaming must submit an official "Park Renaming Petition", which includes the history behind the current name, and must contain a minimum of 30 signatures collected from adult residents of the Town. Then, the Parks & Recreation Commission shall provide a 45-day public comment period, with any costs associated with public noticing borne by the petitioner, to allow for any citizen comment or objection to the proposed renaming and to solicit any alternative names from the public. All such solicited names shall be recorded by Town staff and presented to the Parks & Recreation Commission at its next regular meeting.

2. Following the 45-day public comment period for the naming or renaming of a Town public park or park facility and deliberative consideration by the Parks & Recreation Commission, the Commission shall take formal action by making a recommendation to the Board of Trustees regarding the new park name.
 3. The Board of Trustees, after considering the park name recommended by the Parks & Recreation Commission, shall formally decide on the adoption or rejection of the new name for the Town park or park facility after taking public comment.
- C. Rules for Naming or Renaming. The naming or renaming of a Town park or park facility, including interior features, sub-elements, or portions of a park or park facility must conform to grammatical, spelling, and other rules of the English language and shall be in accordance with at least one of the following naming or renaming criteria set forth below:**
1. A name that represents neighborhood or geographical identification.
 2. A name that represents natural or geological features.
 3. A name of historical or cultural significance.
 4. A name that is the articulated preference of residents of the neighborhood surrounding the Town park or park facility.
 5. A name that represents the living or deceased persons who have made an unusually outstanding public service contribution or contributions to the Carbondale community.
 6. A name that honors a Town park or park facility donor's stipulation that the naming or renaming of the park or park facility occur as a condition of the donation.
 7. A name that represents the living or deceased persons who have made a significant donation or contribution of land or money towards the Town park or park facility
 8. A name that represents elected or appointed Town officials or staff, except that such officials or staff shall not be eligible for consideration until they are no longer in office or have been retired from Town service for at least two (2) years.

Third Street Partnership Park

NEW NAME PROPOSED

Carbondale Parks & Recreation Commission received a petition to rename Third Street Partnership Park. Proposed new name is

Bonnie Fischer Park

who is a long-time RE-1 Carbondale School Teacher.



Citizens may comment, object, or suggest alternative name by contacting Jeff Jackel, Recreation Director, at 510-1214, or email him at jjackel@carbondaeco.net.

Following 45-day public comment period, Parks & Recreation Commission will take formal action on July 9, 2014 regarding a recommendation to Town of Carbondale Board of Trustees.

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE
TOWN OF CARBONDALE
AND
ROARING FORK FOOD ALLIANCE**

**REGARDING DEVELOPMENT, MAINTENANCE & MANAGEMENT
OF THE CARBONDALE HISTORIC FOOD FOREST
LOCATED WITHIN THOMPSON HERITAGE PARK**

Background

The Carbondale Board of Trustees, on April 13, 2016 authorized Town staff to work with the Colorado Mountain College (CMC) Permaculture Class Program on their proposed master plan and development of a Heritage Garden and Heritage Orchard on the Thompson Park historical home site. A condition of this authorization was that a Memorandum of Understanding (MOU) be signed between the Town of Carbondale and an established local entity that would oversee the development, maintenance, management, and improvements to the site. The Roaring Fork Food Alliance (RFFA), an established local entity under the fiscal agency of Aspen TREE, a Colorado 501 (c)(3) nonprofit, has been identified as the local entity that will enter into this MOU agreement, and that will, with Town oversight, develop and manage the project which has been newly named the "Carbondale Historic Food Forest" (CHFF).

Purpose

The purpose of this MOU agreement is to outline the responsibilities and expectations for the agreement between the Town of Carbondale and the RFFA for the ongoing maintenance, management and improvements of the CHFF, which is located within the southern section of Thompson Heritage Park, deeded to the Town of Carbondale by the developer of the Thompson Park subdivision project, as shown on Attachment "A".

Agreement

This MOU is entered into this 15th day of July, 2016 by and between the TOWN OF CARBONDALE, 511 Colorado Ave., Carbondale, CO, 81623 (hereinafter referred to as the "TOWN"); and the ROARING FORK FOOD ALLIANCE, 520 S. Third St, Carbondale, CO, 81623 (hereinafter referred to as "RFFA"). In consideration of the mutual promises in this MOU agreement and the mutual reliance placed by each party on the responsibilities of each party. And such other consideration as the parties agree is good and sufficient, it is agreed as follows:

1. **Town role.** The Town of Carbondale has designated the Parks Dept. and the Recreation Dept. within their government structure to manage and maintain the Thompson Heritage Park, including this new proposed Carbondale Historic Food Forest (provided that the Town has separately entered into a lease agreement with the Mount Sopris Historic Society concerning occupation, use and preservation of the historic Thompson House building located within the Thompson Heritage Park).

2. **RFFA role.** RFFA was formed to serve and to act as a public forum for discussing, evaluating and influencing food issue policies, foster coordination between sectors in the local food system, launches or supports programs and services that address local food needs, and has agreed to oversee the development, maintenance, management, and improvements to the Carbondale Historic Food Forest.

3. **Scope of Work by RFFA.** The work described within this MOU agreement includes future and ongoing activities to be undertaken by the TOWN and RFFA to develop, make improvements, maintain, and manage the proposed CHFF within the Thompson Heritage Park. RFFA will utilize current and future Colorado Mountain College Sustainability students, along with other additional recruited community partner volunteers to build, manage and maintain the CHFF. RFFA and their partners propose to implement a design that will showcase native fruit trees, shrubs, vines, herbs, vegetables, and flowers that will reflect and preserve the prior historic nature of the site for future generations. Acting as the initial project representatives on behalf of the RFFA, and who will function in a liaison capacity between the TOWN, RFFA, and Colorado Mountain College, will be Erin Anderson and Julia Farwell. The work efforts and activities of RFFA and their project representatives will be outlined within this MOU and/or in an annual project plan addendum approved for the year in which the MOU is authorized. Any project or activity not included in this MOU or in the TOWN's maintenance plan for this site is subject to review and approval by the TOWN.

4. **Roles and Responsibilities.**

Town of Carbondale:

- Provide RFFA access to the CHFF site, make the site available for regularly scheduled community partner workdays, and allow the park to be open to the community.
- Mow the grass regularly in agreed upon areas on a schedule to be determined by the Town.
- Provide maintenance upkeep and repair of all structural components of the Park, including but not limited to the public restrooms, parking areas, fencing, and irrigation system.
- Meet with RFFA representatives for ongoing plan review and clarification of responsibilities.
- Review all proposed projects and determine if they are appropriate for approval, and all new projects should be approved in writing.
- Meet with RFFA representatives on or before September 1st of each year to review agreement activities and develop an annual work maintenance plan for the CHFF.
- Evaluate possible outside funding for the CHFF through grants and other sources, to the extent consistent with other TOWN funding needs and grant opportunities.

Roaring Fork Food Alliance:

- Oversee funding and development the CHFF based on the design created by the CMC Permaculture Design Class of 2016, with contingency design decisions modified on the ground as needed, based on availability of resources and permaculture principals.
- Provide guidance in helping organize future donations and provide additional resources (when funding or availability allows for all proposed activities) including but not limited to plant material, seeds, plants, hand and power tools and equipment, compost, and mulch.

- Designate (with TOWN concurrence and approval) and supervise one (1) and no more than three (3) project managers, who will oversee the day-to-day operations of the CHFF, with final decision making authority the responsibility of RFFA and the TOWN.
- Organize community work days that help to facilitate and encourage community interaction with the CHFF.
- Organize and coordinate educational opportunities for Ross Montessori School students and teachers.
- Provide regular maintenance throughout the CHFF that includes:
 - Removal of weeds and invasive plant species as required within the Garfield County weed management plan, subject to TOWN requirements concerning methods of weed control and removal within public parks.
 - Weeding, planting, pruning, mulching, designing and installing educational signage, and performing general upkeep of the CHFF.
 - Stockpile in a designated area, all Food Forest plant material debris for RFFA pickup.
 - Maintain a cleared designated access pathway throughout the CHFF area.
 - Identify erosion or irrigation area problems and work in collaboration with the TOWN to identify potential solutions.
- Work with the TOWN to coordinate and get approvals on new CHFF project plans.
- Provide volunteers to carry out routine maintenance, along with TOWN approved special projects.
- Obtain volunteer worker Waiver and Release Liability form signatures.
- Provide oversight of the CHFF as a public community park amenity.

4. **No property or tenancy rights created.** This MOU shall be construed as a services agreement and shall not be deemed to create any specific private property rights, including any leasehold, license or other exclusive-use interests, in the CHFF, or in any other portions of the Thompson Heritage Park, including associated parking, by the RFFA or any other private parties or persons. At all times the CHFF and the Thompson Heritage Park (exclusive of the Historic Thompson House, use of which shall be governed according to the lease between the TOWN and the Mount Sopris Historic Society) shall be considered part of a public park facility that shall be open to access and use by the public in accordance with park regulations established by the TOWN.

5. **Termination.** Either the TOWN or RFFA may terminate this MOU at any time, and for any reason, by notice in writing at least ninety (90) days before the effective date of termination. In the event that one party provides the other with such notice, the parties will meet promptly to discuss the reasons for and terms of transitioning out of the partnership.

6. **Amendments.** The TOWN and RFFA may, from time to time, request changes in the nature of the provisions of the MOU. If approved by both parties, any such changes will be incorporated in written amendments to this MOU.

7. **Term and Renewals.** The initial term of this MOU shall extend for one calendar year from mutual execution hereof. Thereafter, this MOU shall be evaluated by both parties annually, prior to September 1st of each year, and if both parties agree renewed for the following calendar year.

8. **Compliance with MOU.** The TOWN and RFFA shall comply with all terms, conditions, provisions and requirements of the this MOU during the term of the agreement, and any extension, modification, addendum and revision thereof.
9. **Insurance.** The TOWN agrees to keep and maintain insurance for CHFF for the duration of this MOU as a part of the TOWN Park System. RFFA shall furnish the TOWN upon request at any time with copies of liability waivers for all volunteers working at CHFF, releasing the TOWN of liability for bodily injury or property damage. Should individuals or groups wish to rent CHFF for special events in the future, they shall go through normal TOWN procedure to obtain permits and insurance as TOWN deems necessary. In cases of special events, CHFF shall be insured by the individual or entity hosting said event.
10. **Idemnification.** RFFA, its agents, officers, employees and volunteers shall indemnify, hold harmless, and defend the TOWN and all of its officers, agents, employees from and against any and all liability for personal injury and property damage arising out of or resulting from the acts or omissions of RFFA employees, volunteers, and/or other its agents, in the performance of this MOU, excepting any such injury or property damage caused by the negligent or intentional wrongful acts of the TOWN or its employees or agents.
11. **Governmental Immunity/TABOR/Immigration Compliance.** Nothing herein shall be interpreted as a waiver of governmental immunity, to which the TOWN would otherwise be entitled under § 24-10-101, et seq., C.R.S., as amended. This MOU is also contingent upon annual budgeting by the Town of Carbondale and it shall not be construed as a multi-year financial obligation of the TOWN. If applicable, RFFA also agrees to be bound by the terms of Attachment B as related to compliance with Colorado immigration laws, which Addendum is incorporated by reference.
12. **Assignment.** Neither party shall assign any interest in this MOU unless approved in writing by both parties.
13. **Governing Law.** The MOU shall be construed under the statutes and laws of Colorado. It is agreed between the parties that RFFA will comply with and observe all federal and state or local laws, or ordinances, codes, rules or regulations pertaining to this MOU and performance thereof.
14. **Authority.** The Town Manager under whose supervision the Parks and Recreation Department is assigned or his/her designee shall have authority to act on behalf of the TOWN and shall be the interpreter of the requirements of this MOU on behalf of the TOWN. The first point of contact for RFFA shall be the TOWN's Public Works Director.
15. **Independent Contractor Status.** Volunteers of RFFA shall not be deemed to be employees of the TOWN. RFFA will supervise volunteers.

TOWN OF CARBONDALE

a Colorado home rule municipality

BY: _____

Joy Harrington

TITLE: TOWN Manager

DATE: _____

7/15/16

ROARING FORK FOOD ALLIANCE

local entity

BY: _____

Gwen Garcelon

TITLE: Executive Director

DATE: _____

7/15/16

ASPEN TREE

Fiscal agent

BY: _____

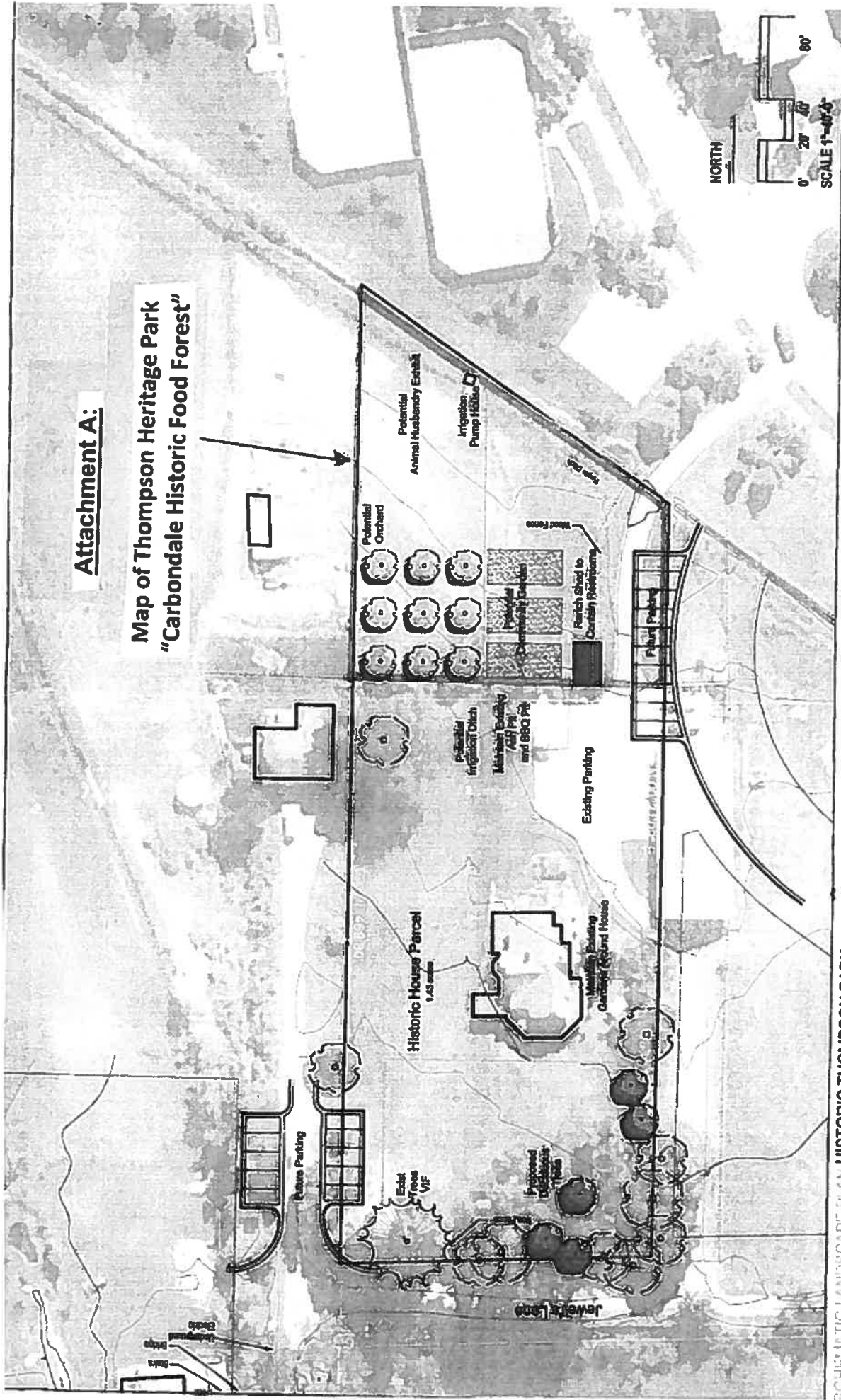
Eden Vardy

TITLE: Executive Director

DATE: July 14, 2016

Attachment A:

Map of Thompson Heritage Park "Carbondale Historic Food Forest"



SCHEMATIC LANDSCAPE PLAN, HISTORIC THOMPSON PARK

ATTACHMENT B

Town of Carbondale Addendum to Services Agreement

Work By Illegal Aliens Prohibited. Pursuant to Section 8-17.5-101, C.R.S., *et. seq.*, as amended, RFFA warrants, represents, acknowledges, and agrees that:

1. RFFA does not knowingly employ or contract with an illegal alien.
2. RFFA shall not knowingly employ or contract with an illegal alien to perform work or enter into a contract with a sub-contractor that fails to certify to RFFA that the sub-contractor shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.
3. RFFA has participated in or attempted to participate in the basic pilot employment confirmation program created in Public Law 208, 104th Congress, as amended, and expanded in Public Law 156, 108th Congress, as amended, administered by the Department of Homeland Security (hereinafter, "Basic Pilot Program") in order to confirm or attempt to confirm the employment eligibility of all employees who are newly hired for employment in the United States. If RFFA is not accepted into the Basic Pilot Program prior to entering into this Agreement, RFFA shall forthwith apply to participate in the Basic Pilot Program and shall submit to the Town written confirmation of such application within five (5) days of the date of this Agreement. RFFA shall continue to apply to participate in the Basic Pilot Program, and shall confirm such application to the Town in writing, every three (3) months until RFFA is accepted or this Agreement is completed, whichever occurs first. This Paragraph 3 shall be null and void if the Basic Pilot Program is discontinued.
4. RFFA shall not use the Basic Pilot Program procedures to undertake pre-employment screening of job applicants while this Agreement is being performed.
5. If RFFA obtains actual knowledge that a sub-contractor performing work under this Agreement knowingly employs or contracts with an illegal alien, RFFA shall be required to:
 - (a) notify the sub-contractor and the Town within three (3) days that RFFA has actual knowledge that the sub-contractor is employing or contracting with an illegal alien; and
 - (b) terminate the subcontract with the sub-contractor if within three (3) days of receiving the notice required pursuant to this subparagraph the sub-contractor does not stop employing or contracting with the illegal alien; except that RFFA shall not terminate the contract with the sub-contractor if during such three (3) days the sub-contractor provides information to establish that the sub-contractor has not knowingly employed or contracted with an illegal alien.
6. RFFA shall comply with any reasonable request by the Colorado Department of Labor and Employment ("Department") made in the course of an investigation that the Department is undertaking pursuant to the authority established in subsection 8-17.5-102(5), C.R.S.
7. If RFFA violates this Addendum, the Town may terminate this Agreement for breach of contract. If this Agreement is so terminated, RFFA shall be liable for actual and consequential damages to the Town arising out of said violation.



The Municipal Bond Pricing Process

Town of Carbondale

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September 6, 2022



PRICING OVERVIEW

Factors Influencing the Sale Process

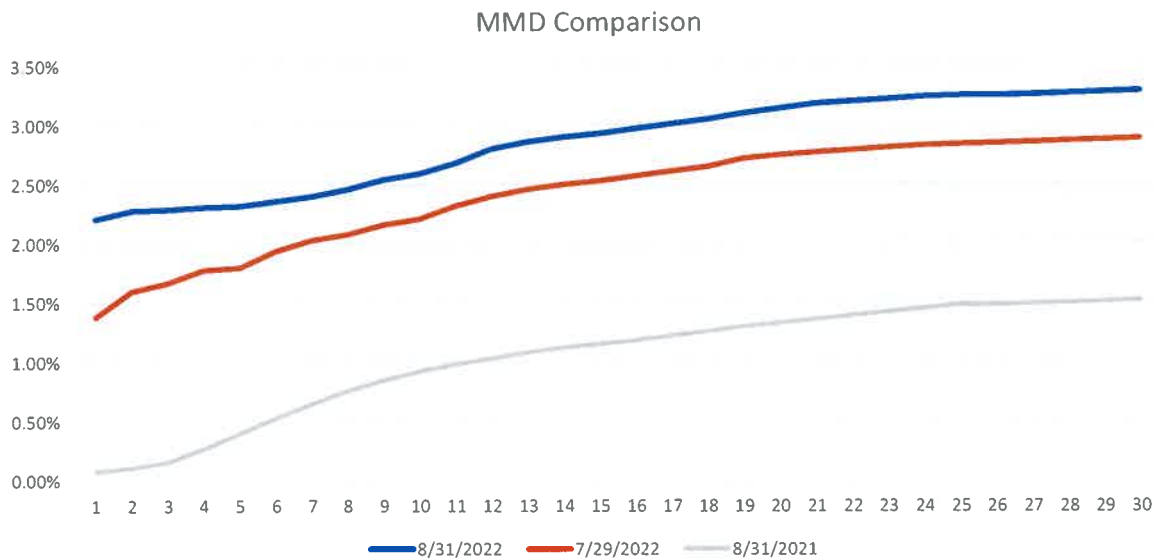


- Bond pricing is driven by supply and demand both on a national and state specific basis.
- Factors that affect investor demand and the pricing of bonds are as follows:
 - Market Conditions (e.g. Yields)
 - Forward Supply
 - Time of Year
 - Economic Data
 - Structure and Coupons
 - Large bond issues get attention of all investors
 - Smaller bond issues are typically limited to retail, small money managers and middle market investors
 - Credit Ratings
 - Credit Enhancement
 - Issuer Name
 - Call Features

Bond Pricing is Based on Spreads to MMD



- The MMD is the “Dow Jones” of the municipal bond market.
 - It is a survey of high-grade municipal bonds.
- Bonds are priced at a spread to the AAA MMD.
 - Lower rated, unique transactions have wider spreads to the MMD.
 - Higher rated, secure transactions have lower spreads to the MMD.



Maturity 8/31/2022

2023	2.21%
2024	2.28%
2025	2.29%
2026	2.31%
2027	2.32%
2028	2.36%
2029	2.40%
2030	2.46%
2031	2.54%
2032	2.59%
2033	2.68%
2034	2.80%
2035	2.86%
2036	2.90%
2037	2.93%
2038	2.97%
2039	3.01%
2040	3.05%
2041	3.10%
2042	3.14%
2043	3.18%
2044	3.20%
2045	3.22%
2046	3.24%
2047	3.25%
2048	3.25%
2049	3.26%
2050	3.27%
2051	3.28%
2052	3.29%

Coupons, Spreads and Premium



- Most municipal bonds are currently sold with 5% coupons.
 - When interest rates were at historic or near-historic lows in 2021, some investors began to prefer 4% coupons. Since rates have risen through 2022, the 5% coupon has again become industry standard.
 - The coupon is the interest rate paid by the Town.
- The spread to MMD for a given maturity dictates the yield, which is the interest rate earned by the investor.
 - The spreads are what we will focus on throughout the pricing process in negotiations with Stifel.
- Bond premium is generated in the current municipal market based on the difference in the coupon rate and yield, which is shown in the dollar price.
 - Premium is paid by the investor to the issuer at pricing.
 - However, the Town only pays the investor the par amount of the bonds at maturity, not the premium.

Sample Scale as of 8/31/2022					
	Int. MMD (12/1 Mat.)	Spread	Coupon	Yield	Dollar Price
2025	2.29%	0.51	5.00%	2.80%	106.640
2026	2.31%	0.56	5.00%	2.87%	108.325
2027	2.33%	0.61	5.00%	2.94%	109.823
2028	2.39%	0.67	5.00%	3.06%	110.840
2029	2.42%	0.68	5.00%	3.10%	112.138
2030	2.47%	0.73	5.00%	3.20%	112.857
2031	2.56%	0.74	5.00%	3.30%	113.362
2032	2.60%	0.75	5.00%	3.35%	114.126
2033	2.71%	0.76	5.00%	3.47%	113.020
2034	2.81%	0.80	5.00%	3.61%	111.746
2035	2.87%	1.00	4.00%	3.87%	101.080
2036	2.90%	1.04	4.00%	3.94%	100.494
2037	2.93%	0.87	5.00%	3.80%	110.045
2042	3.14%	0.90	5.00%	4.04%	107.940
2047	3.25%	0.90	5.00%	4.15%	106.992

Scale Details



- Dollar prices, and therefore premium generated as a percentage of par, typically increase as you get closer to the call date and then start to decline shortly after the call date.
- Any difference in coupons prior to the call date for the same maturity should not impact the spread.
 - As an example, if we instead used a 4% coupon for the 2025 maturity, the spread of 51 basis points should stay the same.
- After the call date, a lower coupon will typically result in a higher spread and therefore a higher yield.
- We expect to have at least two term bonds for this transaction – one in 2042 and the other in 2047.
 - This is typically done for smaller transactions to enhance investor interest in certain maturities by improving liquidity (larger par amounts).
 - Term bonds are structured with sinking fund maturities which allow the Town to make consistent annual payments.

Sample Scale as of 8/31/2022					
	Int. MMD (12/1 Mat.)	Spread	Coupon	Yield	Dollar Price
2025	2.29%	0.51	5.00%	2.80%	106.640
2026	2.31%	0.56	5.00%	2.87%	108.325
2027	2.33%	0.61	5.00%	2.94%	109.823
2028	2.39%	0.67	5.00%	3.06%	110.840
2029	2.42%	0.68	5.00%	3.10%	112.138
2030	2.47%	0.73	5.00%	3.20%	112.857
2031	2.56%	0.74	5.00%	3.30%	113.362
2032	2.60%	0.75	5.00%	3.35%	114.126
2033	2.71%	0.76	5.00%	3.47%	113.020
2034	2.81%	0.80	5.00%	3.61%	111.746
2035	2.87%	1.00	4.00%	3.87%	101.080
2036	2.90%	1.04	4.00%	3.94%	100.494
2037	2.93%	0.87	5.00%	3.80%	110.045
2042	3.14%	0.90	5.00%	4.04%	107.940
2047	3.25%	0.90	5.00%	4.15%	106.992

Objectives for the Town's 2022 Bonds



- The Town received voter authorization to issue \$8 million of par with a maximum annual repayment of \$595,250 and a total repayment of \$14,437,000.
- The 2022 Bonds will be structure as interest only through the final maturity of the 2018 Loan in 2024 and will have a 25-year term (final maturity in December 2047).
- In order to stay within the total repayment parameter, we will need to use some 4% coupons.
 - Given the uncertainty around total project costs, we would expect to use 5% coupons where possible to maximize available proceeds for the project.
 - Based on current rates, using all 4% coupons after the call date would result in a project fund less than \$8 million.
 - If preferred, we could size the transaction to generate a project fund of \$8 million which would result in not issuing all of the par approved by voters.

Comparison of Coupon Structures on Financing Results		
	All 5% Coupons (Some 4% to Stay within Parameters)	All 4% Coupons After Call Date
Par	\$8,000,000	\$8,000,000
Total Proceeds	\$8,660,199	\$7,954,341
Project Fund	\$8,412,592	\$7,710,440
Net Interest Cost	4.466%	4.185%
Total Debt Service	\$14,405,656	\$13,251,514
Maximum Annual Debt Service	\$591,000	\$546,300



PRICING PROCESS

Bond Sale / Pricing Process



Week Prior to Pricing

- Preliminary structure shown to sales persons and investor client base.
 - Sales Memo (internal distribution to sales force)
 - Distribute Preliminary Official Statement to potential investors
 - Place issue on national calendars (Bloomberg, BondBuyer)
- Determine if retail order period is warranted.
- Very preliminary price talks are shared with accounts.
- Feedback from investors collected as to structure, coupon ideas, call features, etc.

Bond Sale / Pricing Process



Day Prior to Pricing

- Firm up structure and price with the Town and financial advisor based on market conditions.
- Pre-pricing call with the Town and advisor.
- Continue receiving feedback from investors.
- Any retail order period would be the day before or the morning of pricing.

Bond Sale / Pricing Process



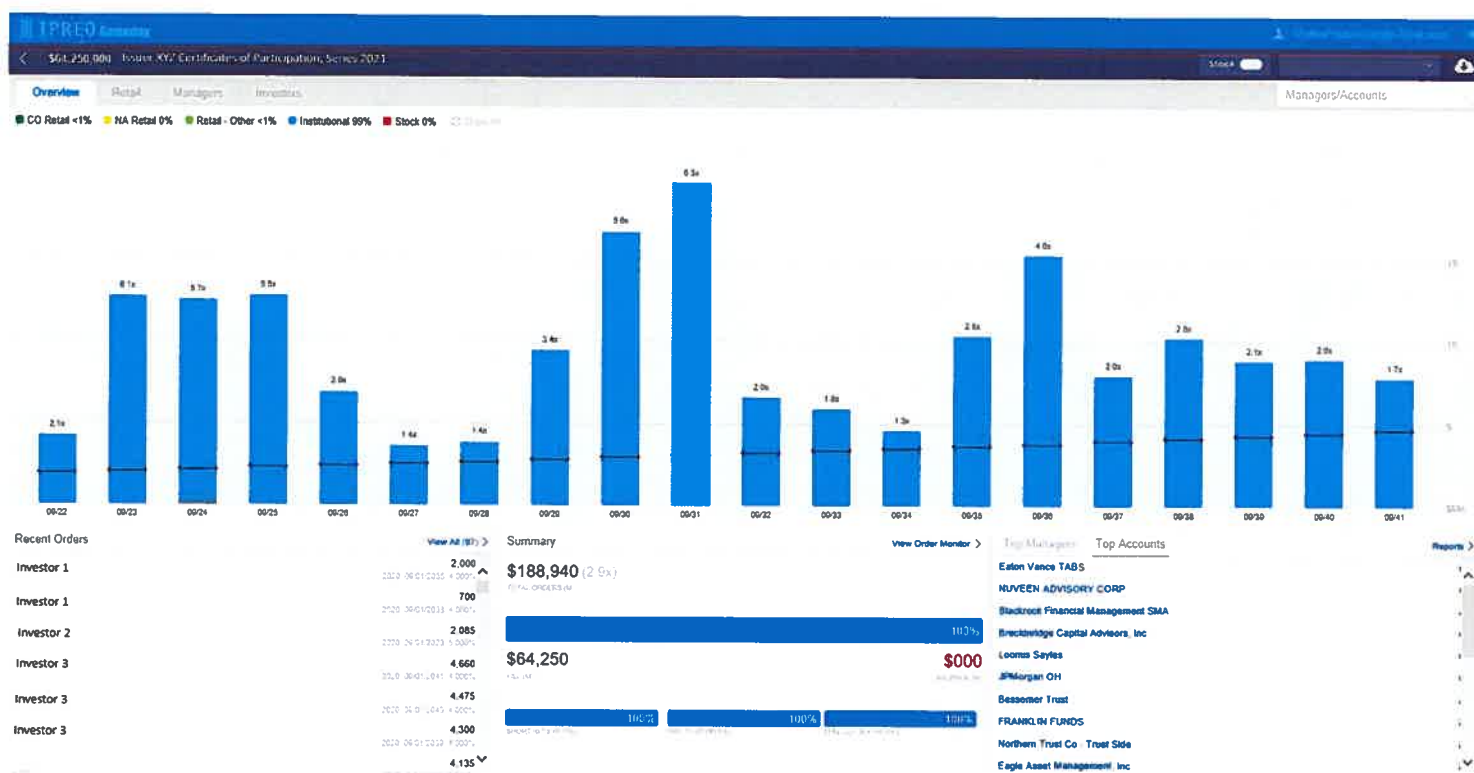
Day of Pricing

- Finalize structure for the price release.
- Underwriter receives permission to release pricing information from the Town and advisor and sends out pricing wire with the scale and priority of orders.
- The order period runs for 1 to 2 hours.
 - During this time, orders are received by the underwriter.
 - This process is monitored by the Town and advisor.
- Typical investors include insurance companies, SMA's, mutual funds, etc. with a small direct retail interest.

Bond Sale / Pricing Process



Sample Order Monitor



Bond Sale / Pricing Process



After the Order Period

- At the end of the order period, the underwriter will present options based on the profile of the order book.
 - Significant demand and oversubscription can lead to a “bump” or reduction in yield.
 - Moderate demand can lead to no change.
 - Limited demand can lead to a “cut” or increase in yields.
- The types of orders will also influence this process.
 - “Going away” investors are those who likely will hold the bonds for a significant period of time – generally are preferred.
 - “Flippers” or “Street” orders are from investors looking for short term profit based on market dynamics – this can influence the market value of the bonds quickly after pricing.
- The underwriter negotiates the final prices with the Town and advisor.
 - At the conclusion of these discussions, the underwriter commits to underwrite the transaction and receives the verbal award of the bonds from the issuer.
- The underwriter then allots bonds to investors.

Post-Pricing Activities



- Approval of bond terms and conditions.
- Execution of the Bond Purchase Agreement.
- Issue is booked and trades are processed.
- Underwriter markets unsold (underwritten) bonds.
- Secondary trading may begin.



FEES AND EXPENSES

Components of Underwriter's Spread



- Takedown
 - This fee varies based on market conditions, par amount, credit rating, final maturity, etc.
 - Commission to sales desk.
 - Proper level will assure strong marketing effort, resulting in the most favorable interest rates available.
 - Typically negotiated in advance of the sale.
- Expenses
 - Clearance fees, Day loan charges, Munifacts, DTC, CUSIP and MSRB assessments.
 - Underwriters' Counsel.
- Stifel has included a total fee of \$6.95 per bond (\$1,000 of par).
 - This consists of the \$5.95 per bond fee in their proposal (take down + expenses) and the additional fee for underwriter's counsel.
 - This results in a total compensation of \$55,600 for the transaction.

Stifel's Underwriter's Spread	
Average Takedown	\$5.526
Fees & Expenses	0.424
<u>Underwriter's Counsel</u>	<u>1.000</u>
Total	\$6.95

Other Costs and Fees



- There are other issuance costs that will be paid out of the bond proceeds, which are detailed below.
 - Holland & Hart may charge a fee for the transaction, which we will confirm before pricing and include in the cost estimates.

Costs of Issuance		
Firm	Role	Fee
Hilltop Securities	Financial Advisor	\$35,000
Butler Snow	Bond & Disclosure Counsel	75,000
US Bank	Paying Agent	650
S&P	Rating Agency	18,250
Merit	Printer	3,000
Miscellaneous		3,100
Total		\$135,000

- Additionally, the municipal bond insurance premium and fee for the surety reserve policy will be paid with bond proceeds.
 - The use of insurance improves the Town's overall borrowing rate due to the credit enhancement of the transaction.
 - This premium is calculated as 0.234% (23.4 bps) of total debt service.
 - The surety reserve policy is a more efficient way to satisfy an investor preference for a reserve on this type of credit.
 - This is calculated as 2.25% of the reserve requirement.



Park and Recreation Agency-Foundation Relationships: Partnering for the Future





PHOTO COURTESY OF SOUTH DAKOTA STATE PARKS

Children bike on a trail at South Dakota State Parks' Chief White Crane Recreation Area.

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AND PARK ASSOCIATION

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TOP IMAGE: A camp director at Glenview (Illinois) Park District shows campers how to weed the community garden at Historic Wagner Farm. *Photo courtesy of Glenview Park District.*

BOTTOM IMAGE: Children participate in a wheelchair tennis demonstration at St. Andrews Recreation Center in Los Angeles, hosted by the U.S. Tennis Association and in partnership with City of Los Angeles Department of Recreation and Parks. *Photo courtesy of Juan Carlos Chan.*

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INTRODUCTION

Parks and recreation is an essential local government service. Park and recreation professionals and their agencies deliver vital services, programming and amenities that millions of people enjoy every day. Well-funded park and recreation services advance community health and well-being, better prepare communities for the impacts of a changing climate and natural disasters, and help ensure equitable access to park and recreation amenities and their benefits. Studies conducted by the National Recreation and Park Association (NRPA) and others have consistently demonstrated strong public desire for local park and recreation agencies to have the necessary funding to deliver on their missions.

Funding mechanisms vary for the more than 10,000 park and recreation systems across the United States, but agencies typically draw the overwhelming majority of their funding from two sources: taxpayer support and revenue generated by agency activities (e.g., registration fees, sponsorships, concessions). In the case of the former, park and recreation leaders compete for limited tax revenue with other local government services including public safety, education, transportation and social services.

While local public park and recreation agencies receive considerable tax-based financial support and often are able to generate significant revenues themselves, they frequently must seek funding from other sources. One approach taken by many agencies is to partner with nonprofit park foundations or “friends groups.” Park and recreation foundations can be crucial in fundraising, outreach/marketing, advocacy, volunteer organization, planning, operations and strategy. Such support may be more necessary than ever, given the budget and staffing issues precipitated by both the Great Recession and now the global coronavirus (COVID-19) pandemic.

There is, however, a lack of research on the characteristics and conditions that lead to effective and sustainable relationships between park and recreation agencies and their nonprofit partners, particularly regarding the evidence-based best practices for maximizing the benefits provided through these relationships. To fill this information gap, NRPA commissioned a nationwide study of agency-foundation relationships. A team of researchers, led by Dr. Nick Pitas of the State University of New York-Brockport, surveyed park and recreation agency leaders and conducted a series of in-depth interviews with leaders of both public agencies and nonprofit foundations. The survey results and interview data serve as the basis for the key findings in this report.



PHOTO COURTESY OF ST. CHARLES PARK DISTRICT

People come out to twist, twirl and spin their way into summer with an evening of dancing and live music at an event hosted by St. Charles (Illinois) Park District.



During the opening of the Thomas James Knox Rink, hundreds of children visited Alum Creek Park South in Westerville, Ohio, to learn street hockey from the Columbus Blue Jackets at no charge.



PHOTO COURTESY OF WESTERVILLE PARKS AND RECREATION



TAKEAWAYS

Park and recreation foundations are valuable partners for many local park and recreation agencies, facilitating the delivery of high-quality services in a variety of ways. Most park and recreation leaders view their agency-foundation relationships as largely positive and place a high value on their foundation's capacity to provide expertise and support for fundraising, community engagement and relationship building. Among the benefits park and recreation leaders seek from foundations are:

- Extra fundraising capacity
- Ability to serve beyond the scope of a traditional park and recreation agency
- Advocacy
- Expertise
- Flexibility arising from the fact that foundations are not government agencies

Leaders at park and recreation agencies consider their agency-foundation relationships to be productive and generally positive. The overwhelming majority of respondents sees the relationship as:

- Strong
- Close
- Effective



PHOTO COURTESY OF ANTHONY RACKI

Strong interpersonal relationships between leaders of agencies and foundations are a key factor in a successful agency-foundation partnership. These person-to-person ties are not enough, however, and strong organizational relationships at every level are necessary to create productive and stable agency-foundation partnerships that stand the test of time.

Park and recreation leaders place a high degree of importance on both soft and technical skills for their employees, such as:

- Leadership and decision making
- Professionalism
- Interpersonal skills
- Communications
- Goal setting
- Conflict resolution

Park and recreation leaders recognize several characteristics of successful agency-foundation relationships:

- Clear roles and responsibilities
- Community trust in both the agency and the foundation
- Fundraising capacity
- Aligned funding priorities

At the same time, park and recreation leaders acknowledge that a variety of challenges exist that can limit the effectiveness of an agency-foundation relationship:

- Organizational structure issues
- Unproductive interpersonal relationships
- Lack of key stakeholder understanding, buy-in and awareness
- Competition for scarce resources
- Equity and diversity deficiencies

Doug Kane (right), adult sports coordinator for Whitefish Bay Recreation (Wisconsin), stands next to one of his badminton program participants.



Pinecrest (Florida) Parks and Recreation staff show support for Breast Cancer Awareness Month at the Pinecrest Community Center Playground.

PHOTO COURTESY OF MICHELLE HAMMONTREE



KEY FINDINGS

PARK AND RECREATION LEADERS SEE FOUNDATIONS SUPPORTING THEIR AGENCIES IN A VARIETY OF CAPACITIES

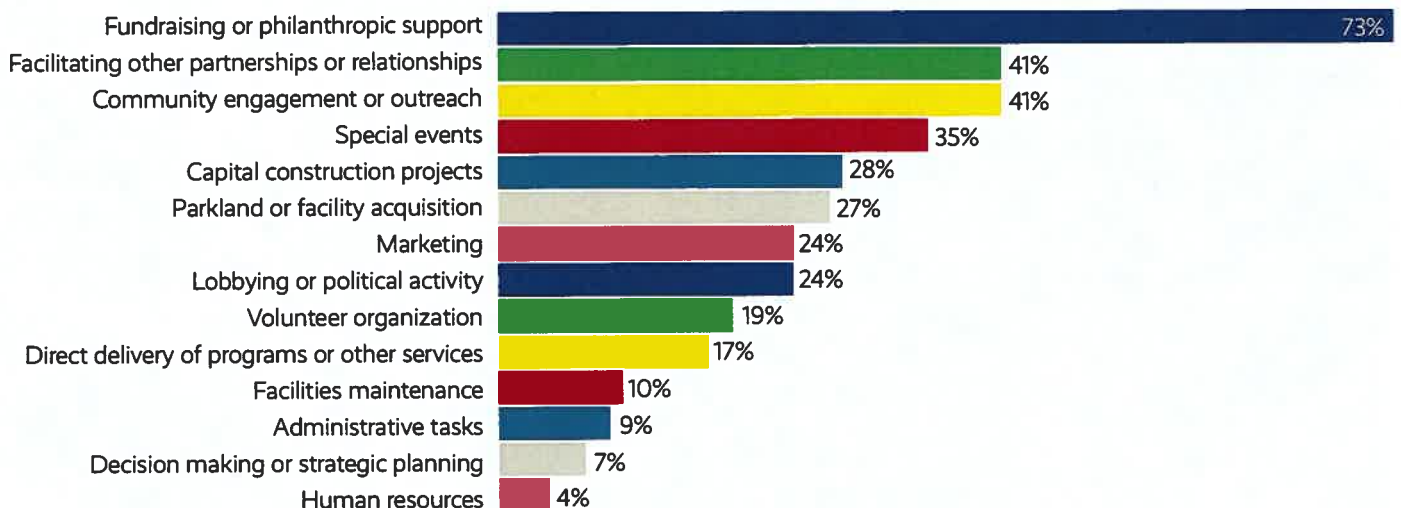
A condition of successful, productive relationships is a common set of expectations for working together. This holds true for the agency-foundation relationship. As such, it is perhaps not surprising that a majority of park and recreation leaders (73 percent of survey respondents) indicates their foundations are “extremely” or “very” important to their agency’s capacity to fundraise and nurture philanthropic support.

But park and recreation leaders look to their foundations in areas beyond direct financial support. For example, two in five survey respondents indicate that their foundations are “extremely” or “very” important in facilitating other partnerships and relationships, as well as community engagement and outreach. Other services and activities in which park and recreation leaders see a role for their foundations include:

- Special events (35 percent of respondents cite as “extremely” or “very” important)
- Capital construction projects (28 percent)
- Parkland or facility acquisition (27 percent)
- Marketing (24 percent)
- Lobbying and political activity (24 percent)

Park and recreation agency leaders view their foundations as much less important in day-to-day activities. For example, 10 percent or less of agency leaders see their foundations as “extremely” or “very” important to facility maintenance, administrative tasks and human resources.

Park and Recreation Leaders Place a High Degree of Importance on Their Foundations’ Fundraising Support (Percent of Respondents Rating Specific Activities as “Extremely” or “Very” Important)



People take part in the DeKalb County Senior Olympics track and field event in Decatur, Georgia.

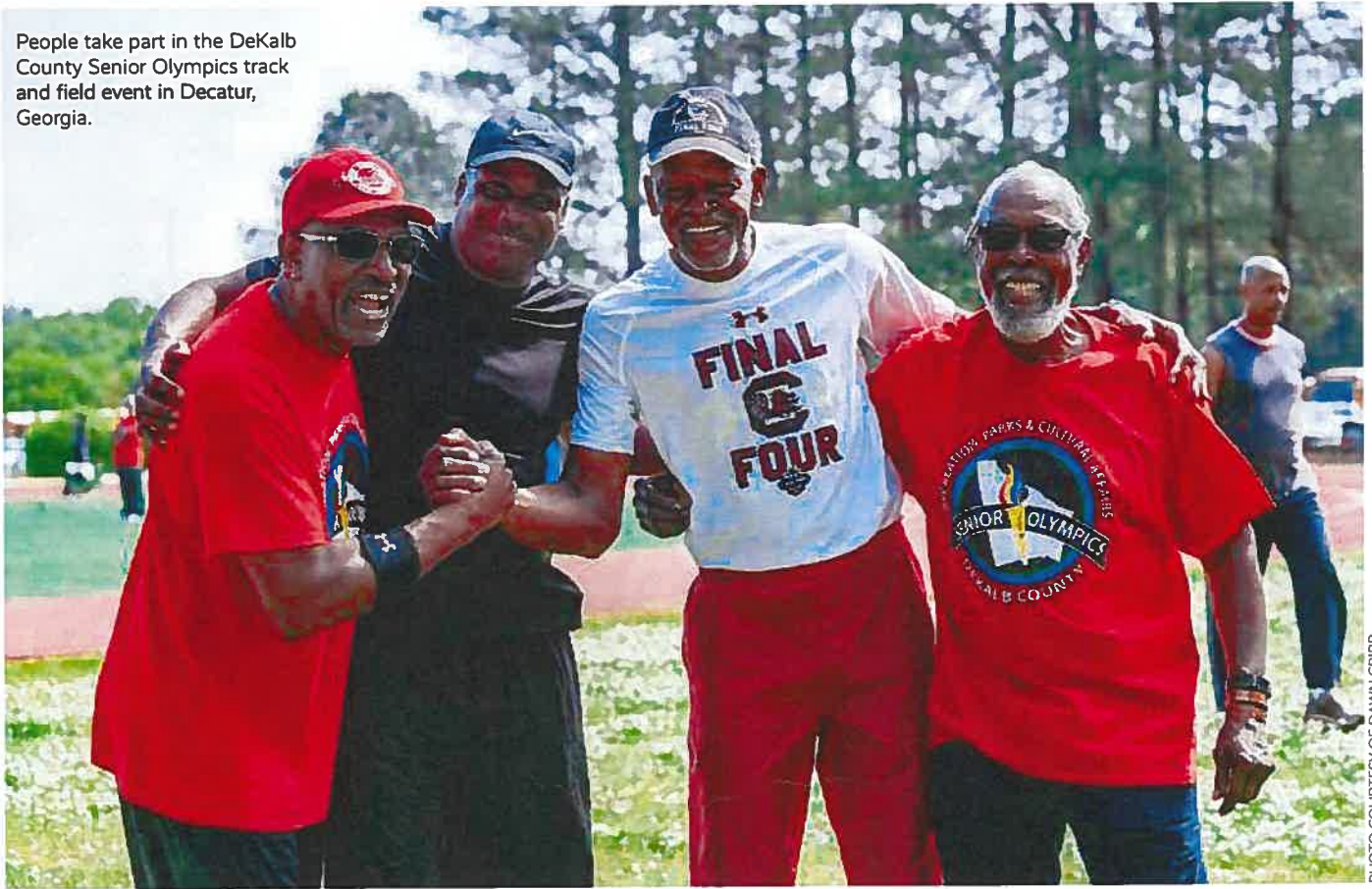


PHOTO COURTESY OF DAWN CRIBB

Interview subjects — leaders of both agencies and foundations — note that even though the benefits of agency-foundation relationships go beyond financial support, the ability to quickly fund services outside the capacity and scope of a public agency budget is a primary desired outcome.

Other key benefits from foundations include the capacity to act in ways beyond the scope of a traditional park and recreation agency, the freedom to advocate on behalf of park and recreation-related causes, the capacity to increase key stakeholder buy-in, a complementary set of skills and expertise, and flexibility arising from the fact that foundations are not government departments.

"But what [the friends group] did is something we would never do. It worked with a local microbrewery, and we brewed a [park district name] beer that was for sale at [festival]. And it wasn't just the beer that was a big hit. [They] worked with our volunteer groups to go out into our beehives that are throughout our district. They gathered 400 pounds of honey. They took the honey to the brewery. The brewery integrated the honey into the mix for the beer it made. So not only is that beer made with [agency] in mind — it's a beer made with [agency] honey. Then take that one step further: a dollar from every six pack that was sold then goes back to the friends group." [public leader]

Many foundations are established typically in response to an acute need within a community such as a lack of funding for parks and recreation, deteriorating conditions in parks and recreation facilities or issues of inequitable distribution of recreation services.

"Our goal is to address [what is] really the heart and soul of the park system — the neighborhood parks. They had been underfunded for decades, and they weren't able to receive additional resources." [foundation leader]

Community leaders also may launch a foundation with the goal of financing a specific landmark project such as a regional or destination park. In these instances, respondents highlight the need for foundations to be flexible in their focus and to evolve to serve other community needs after the completion of the initial project.

"I would say, in the early 2000s, mid-2000s, we shifted or expanded beyond just capital projects... in some cases, we literally operate the facility, run programs, manage contracts. We do restoration work. I describe us as a small parks and rec department." [foundation leader]

MOST — BUT NOT ALL — PARK AND RECREATION LEADERS DESCRIBE CURRENT RELATIONSHIPS WITH FOUNDATIONS AS “EXTREMELY” OR “VERY” STRONG, CLOSE AND EFFECTIVE

Most park and recreation leaders consider their agency-foundation relationships to be productive, especially in terms of their strength, closeness and effectiveness.

- **Strong:** Eighty-nine percent of park and recreation leaders agree that their agency-foundation relationship is “strong.” Sixty-eight percent of respondents characterize the relationship as either “extremely” or “very” strong, while 21 percent are less enthusiastic and perceive the relationship as being “moderately” strong. Only eight percent of agency heads view their agency-foundation relationship as weak.
- **Close:** Ninety percent of park and recreation leaders agree that their agency-foundation relationship is “close.” Sixty-six percent of respondents characterize the relationship as either “extremely” or “very” close, while 24 percent perceive the relationship as “moderately” close. Only four percent of agency heads view their agency-foundation relationship as weak.

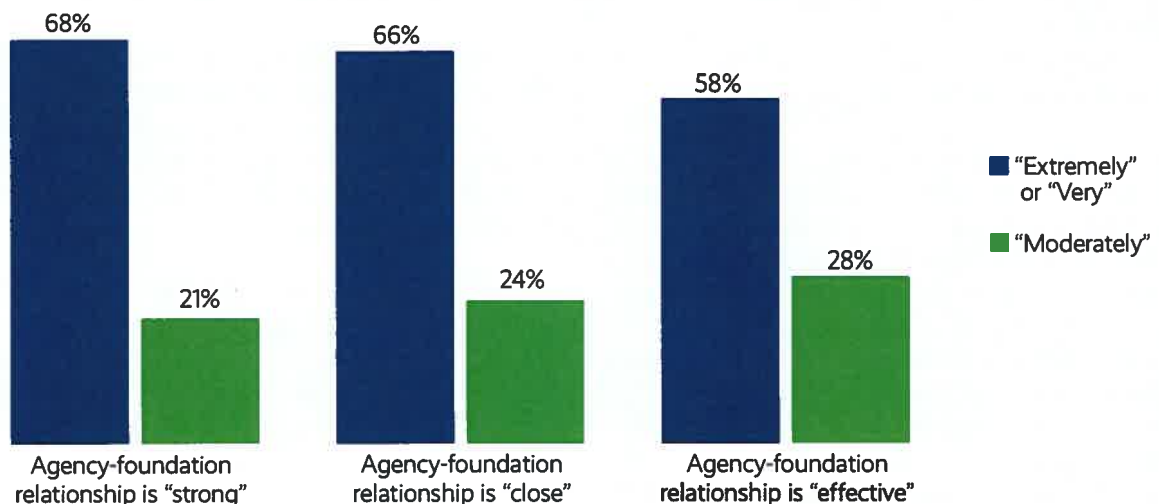
- **Effective:** Eighty-six percent of park and recreation leaders agree that their agency-foundation relationship is “effective.” Fifty-eight percent of respondents characterize the relationship as either “extremely” or “very” effective, while 28 percent perceive the relationship as “moderately” effective. Ten percent of agency heads view their agency-foundation relationship as weak.

Related to these positive relationships, leaders at both park and recreation agencies and foundations note several important characteristics of agency-foundation relationships:

- Clearly defined roles and responsibilities for both organizations
- Community trust in both the agency and the foundation
- Fundraising capacity
- Frequent and purposeful communication
- Alignment of funding priorities

“Being on the same page is a good place to start, just for a clear understanding of the role that each organization plays, and where that fits in the overall big picture for whatever it is you’re trying to accomplish.” [public leader]

A Majority of Park and Recreation Leaders Views Their Agencies’ Foundation Relationships to be Strong, Close and Effective (Percentage Distribution)



Trust, Collaboration and Clearly Defined Roles Are Necessary Conditions for Healthy and Sustainable Agency-Foundation Relationships

(Percent of Respondents Rating Condition as “Extremely” or “Very” Important)

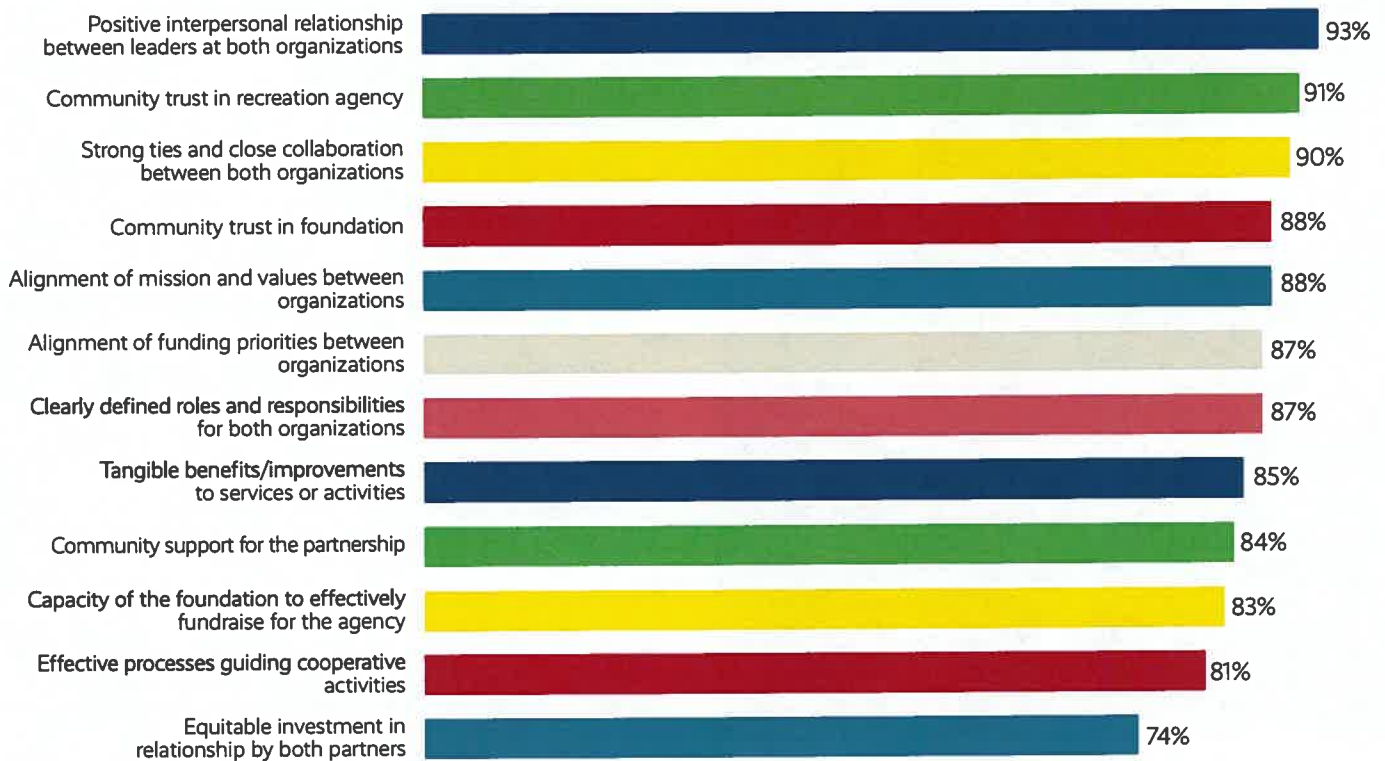




PHOTO COURTESY OF MARK PATTERSON

Park and recreation leaders further emphasize that a variety of technical skills is important in fostering a successful and sustainable agency-foundation relationship:

- Leadership and decision making (99 percent of respondents cite this as “extremely” or “very” important)
- Professionalism (97 percent)
- Interpersonal skills (97 percent)
- Communications (96 percent)
- Goal setting (88 percent)
- Conflict resolution (78 percent)

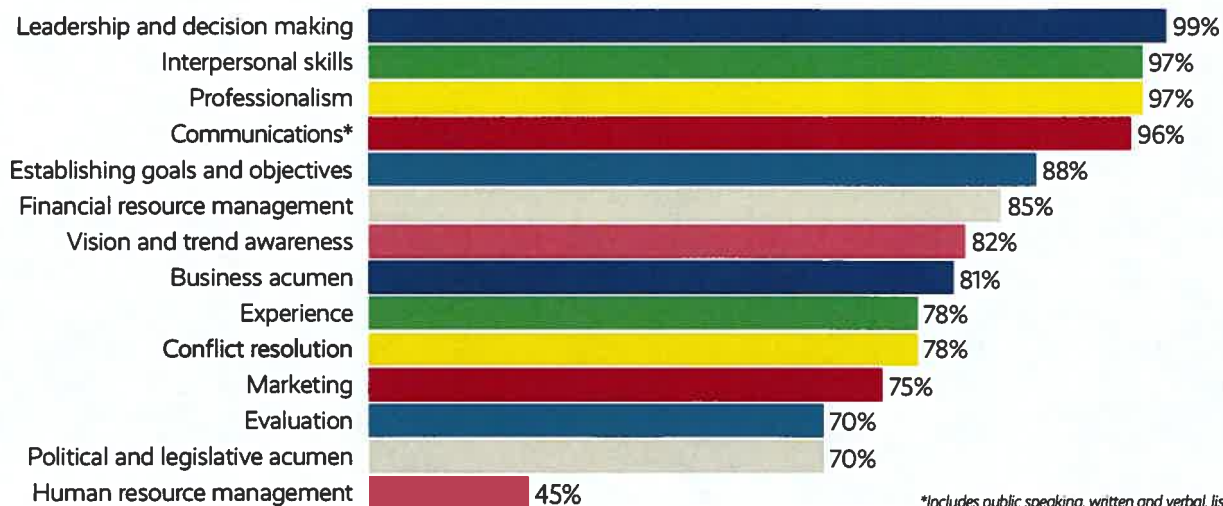
In addition, soft skills related to emotional and cultural intelligence play an important part for park and recreation employees:

- Financial resource management (85 percent of respondents cite this as “extremely” or “very” important)
- Business acumen (81 percent)
- Marketing (75 percent)
- Political and legislative acumen (70 percent)

Joe Pruitt (front center), natural and cultural resources manager for Gwinnett County (Georgia) Parks and Recreation, and his staff distributing food during the COVID-19 pandemic.

Park and Recreation Leaders’ Mastery of Both Soft and Technical Skills Is Crucial for Successful and Sustainable Agency-Foundation Relationships

(Percent of Respondents Rating Skill as “Extremely” or “Very” Important)



*Includes public speaking, written and verbal, listening

STRONG INTERPERSONAL RELATIONSHIPS MATTER, BUT ARE NOT ENOUGH BY THEMSELVES

Leaders of both park and recreation agencies and foundations agree that developing strong interpersonal relationships is fundamental to successful and sustainable agency-foundation partnerships. In particular, respondents in vibrant agency-foundation relationships report that their interpersonal connections include clear, regular and positive communications. Conversely, less productive agency-foundation partnerships are characterized by weaker or less-positive interpersonal relationships between the organizations' leaders.

"It's a terrible challenge. It's the largest impediment to doing my job...." [foundation leader, regarding a negative interpersonal relationship]

But healthy interpersonal relationships must not stop at the top of the organizational chart. Leaders at both agencies and foundations also stress the importance of forming organizational relationships that transcend the C-suite and permeate interactions between individuals at every level of both organizations. This is particularly important for sustainable, long-term agency-foundation relationships that must be able to outlive the departure of an agency director or the head of a foundation.



A person plays a hand-painted piano outside of the Danville (California) Senior Center.

PHOTO COURTESY OF GEOFF GILLETTE

THERE IS NO "ONE-SIZE-FITS-ALL" SOLUTION FOR AGENCY-FOUNDATION RELATIONSHIPS

Although various relationship traits or practices typify successful agency-foundation relationships, leaders at both park and recreation agencies and foundations stress that there is no "one-size-fits-all" set of best practices for agency-foundation relationships.

For example, specific strategies that are successful in one community may not always be appropriate in another community. Respondents stress that each community is unique; they cautiously apply lessons learned elsewhere using the context of their individual knowledge and experience.

"I can't take what I did in [municipality A] and apply it to [municipality B], and I can't take what I did in [municipality B] and apply it here. I can take pieces of all those. But I can't take and replicate the exact model because it just won't work.... There isn't a cookie-cutter approach." [foundation leader]

Park and recreation leaders and their counterparts at foundations and friends groups can address this challenge by building their cultural knowledge. Specifically, respondents note that it is vital for leaders to boost their understanding of the municipality, foundation and the context in which they operate. Several interview subjects note a lack of cultural knowledge as a limiting factor in the success of an agency-foundation relationship, and emphasize that no amount of technical proficiency will ensure a successful relationship.

"I can be the most technically sound parks professional, but if I can't figure those nuances in a community [I won't be successful]." [foundation leader]

AGENCIES AND FOUNDATIONS MUST COORDINATE EFFORTS TO MAXIMIZE SUCCESS AND LIMIT COMPETITION FOR SCARCE RESOURCES

Park and recreation and foundation leaders also emphasize that open communication, cooperation and coordination between agencies and their nonprofit partners are critical in order for such relationships to reach their full potential. In general, more successful agency-foundation relationships are characterized by more frequent contact. Communication between agencies and foundations occurs about once a month on average, and two in five park and recreation leaders note that they interact with their foundations at least once a week.

The benefits of communication are multifaceted. Interview subjects note that regular, purposeful communication between the organizations is necessary to ensure alignment of funding priorities. This includes both formal communication — focused on official business — and informal, interpersonal interactions between the leadership and support staff of both organizations.

"We'd have the park board meeting start at 7 p.m., so we bring everybody in at 6 p.m., feed them, and let them chat and talk about [how] 'this is the direction that the department's going. Where would you as foundation board members see yourselves being able to help get some funding going for specific projects...?' So, I think that's what really is the only string that's holding the two together right now." [public leader]

Regular communication is also a strategy to avoid unnecessary competition between agencies and foundations for scarce resources in a community. Both agency directors and foundation leaders note financial resources (from donors) are often limited and caution agencies and foundations to avoid reaching out to the same donor network.

Beyond financial resources, agencies and foundations should seek to:

- *Work to avoid attention fatigue or annoyance* with park and recreation-related causes. Donors have limited time, patience and attention, and also may be receiving solicitations from other community causes and organizations. Agencies and foundations should coordinate their communication schedules and avoid soliciting the same donors over and over again.
- *Avoid competition for volunteers* who may be called on repeatedly by both agencies and foundations to do the "on the ground" work for projects and initiatives.
- *Avoid competition for board members.* Do not inadvertently ask the same individuals to serve on both foundation and park advisory boards. Agencies and foundations should coordinate and communicate about potential board members to avoid overburdening key stakeholders and to ensure greater diversity on each respective board.

"The city also had its own parks board. So it was like they had all these civic leaders who were engaged in advising on parks issues, and that board took a lot of the energy away from the parks foundation, because we needed to have a board for the parks foundation and the city had its own parks board and was doing its own fundraising. So, there just wasn't enough food to keep the foundation strong." [foundation leader]

Leaders at both park and recreation agencies and foundations recommend creating a formal memorandum of understanding (MOU) between the organizations. The MOU should clearly articulate the foundation's role, how the organizations should facilitate coordination and cooperation, and define expectations and measures of success.

"And, there's just not an appetite for master planning here. I think I could raise money for it [key long-term initiative]. But every time I bring it up, the chief of staff will say, 'Yeah, we don't want to do a master plan. We just want to do projects.' And so, if there were some way that NRPA could talk compellingly about the value and benefit of master planning, that would be helpful to me for sure." [foundation leader]

In Berea (Kentucky), meals prepared by Berea College and the Berea Community School food service are distributed with a school bus to children in need.



PHOTO COURTESY OF BEREA COLLEGE



A Harlem Wizards team member greets fans at the grand opening of newly renovated basketball courts at Summer Road Park in Whitehouse, New Jersey, during the 2019 Summer Spectacular event.

PHOTO COURTESY OF DAVE DABOUR

“MISSED OPPORTUNITIES” EXIST WITHIN AGENCY-FOUNDATION RELATIONSHIPS

Despite the largely positive way in which most agency and foundation leaders view their partnerships, certain “missed opportunities” exist in which the agency-foundation relationship is not being utilized to its full potential.

Equity Remains a Largely Unresolved Challenge for Most Agency-Foundation Relationships

Many leaders at both park and recreation agencies and foundations express disappointment with the limited success they have had in addressing equity-related issues. Specifically, respondents view equity as one of the biggest unresolved challenges for their agency-foundation relationship.

“And, we really failed. It was just not successful — a few gifts. But people care about what they know and see in their own backyard.” [foundation leader]

In some instances, addressing equity-related issues is a primary motivation for the establishment of a foundation. A nonprofit organization’s ability to fundraise and allocate resources in a more flexible and entrepreneurial fashion, *specifically targeting underserved populations/areas*, is key to the mission of these organizations.

However, interview subjects note that there is often a significant disconnect between where funding *comes from* in the community and where funding *is needed* in the community. More specifically, many foundations and friends groups find more success fundraising for projects concentrated in affluent areas and otherwise well-served communities. As a result, foundation efforts do not always benefit underserved communities in an equitable fashion.

“It turns out, usually the people who have the ability to advocate for themselves with a nonprofit like this are the ones who are not living in the neighborhoods with the parks that haven’t been maintained in 20 years and that sort of thing. So the inequity...is a cycle and it grows.” [public leader]

Foundations Can and Must Do More to Advocate for Parks and Recreation-Related Causes in Their Communities

Park and recreation leaders consistently identify foundations and friends groups as important advocates for park and recreation-related causes. The capacity to advocate on political issues, such as bond initiatives or referenda, is a key strength for foundations due to their greater flexibility as non-government entities. This can be particularly critical, as many agency leaders are unable to publicly lobby local political leaders on their agency's behalf.

"I think getting more information out and being seen as an essential service was by far what our department really needed." [public leader]

"I think the main role for the parks foundation was to raise money for things that weren't funded well. And, we also serve as an advocate and cheerleader for better public funding for the park system." [foundation leader]

However, only a quarter of agency leaders perceive their agencies' foundations as "very" or "extremely" important contributors in this regard. With this in mind, foundations must do more to maximize their potential role as an advocate of park-related causes in the community. As with other forms of communication, agencies and foundations should coordinate their efforts, utilize a purposive strategy, set concrete goals and objectives, and clearly define each partner's role.

Dancers perform at the Plano (Texas) Urban Dance Movement competition at McCall Plaza.



PHOTO COURTESY OF PLANO PARKS AND RECREATION



Children play at the spray park playground at Keith Mione Community Park in Mundelein, Illinois.

PHOTO COURTESY OF DEB ENGDALH

Rural Areas and Small Towns Might be Missing Out on the Benefits of Agency-Foundation Relationships

The differences between agencies and communities with and without foundations point to another potential missed opportunity. In general, foundations and friends groups are more common in more populated urban and suburban communities; they typically support park and recreation agencies that offer more amenities and enjoy larger operating and capital budgets.

As such, smaller communities may be missing out on the benefits provided by a vibrant agency-foundation

relationship. While some smaller agencies and communities without a park and recreation-specific foundation can call on other, more general, community-based organizations, parks and recreation in these communities has to compete with other worthy causes for attention and support. Given the benefits of agency-foundation relationships, agencies serving smaller communities may wish to work toward establishing a park and recreation-specific foundation. As the agency-foundation relationship potentially becomes more important in the years to come, this may mean that the disparity between agencies with and without foundations could continue to grow.

Park and Recreation Agencies Tend to Serve Larger Populations, Offer Greater Amenities and Have Larger Operating Budgets (Mean Values)

	Agency Supported by a Foundation	Agency Not Supported by a Foundation
Population served	302,640	120,177
Acres of parkland managed	6,088	1,340
Parks and facilities managed	46	24
Annual operating budget	\$14.1 million	\$6.9 million

CONCLUDING THOUGHTS

Relationships between local park and recreation agencies and nonprofit foundations or friends groups often provide a number of benefits to a variety of stakeholder groups. Their capacity to fundraise for goods and services beyond the usual scope of a government agency, and their flexibility and responsiveness as nongovernment entities make these nonprofit partners powerful allies for many local park and recreation agencies. Overall, leaders from both the public and nonprofit sectors perceive these relationships as strong, close and effective, and, generally, agree on the characteristics and competencies that ensure an efficacious agency-foundation partnership. Despite the potential benefits, however, several areas exist as opportunities to further enhance the relationship between these organizations. In particular, equity is a vexing, unresolved challenge for many agency-foundation relationships.

It is important to note that the role of nonprofit foundations and friends groups may only become more prominent in the years to come as agencies grapple with the financial implications of the Great Recession, COVID-19 pandemic and future crises. This growing importance highlights the need for evidence-based best practices to maximize the efficacy of the agency-foundation relationship. While this research represents a first step in that direction, much remains unknown. Future research must continue to examine these public-private partnerships, with the goal of providing guidance to individuals and organizations on both sides of the relationship.



PHOTO COURTESY OF HONOLULU DEPARTMENT OF PARKS AND RECREATION

The closing ceremony for the 92nd annual Lei Day Celebration in Honolulu, Hawaii, is a spectacle of Hawaiian culture and a way to remember Hawaiian royalty at the Royal Mausoleum (Maunā 'Ala).



ABOUT NRPA



The National Recreation and Park Association (NRPA) is the leading not-for-profit organization dedicated to building strong, vibrant and resilient communities through the power of parks and recreation. With more than 60,000 members, NRPA advances this mission by investing in and championing the work of park and recreation professionals and advocates — the catalysts for positive change in service of equity, climate-readiness, and overall health and well-being.

NRPA brings strength to our message by partnering with like-minded organizations, including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and policy initiatives for our members that ultimately enrich the communities they serve.

NRPA places immense importance on research and data to raise the status of parks and recreation and conducts research with two goals. First, NRPA creates data to help park and recreation agencies make optimal decisions on operations, programming and spending. Second, NRPA generates data and insights that support park and recreation professionals in making the case for greater and more stable funding to policymakers, key stakeholders, the media and the general public. The NRPA research team works closely with internal subject matter experts, respected industry consultants and members of the academic community to develop its reports and data resources. Learn more at nrpa.org/Research.

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In Progress	Carbondale P & R Outstanding Projects	9/14/2022	Funding source or amount	Completed	30 days	60 days	90 days
Need to check on status							
2022 New projects							
*delayed final design/ permi	GOCO Resilient Communities AVL	Grant \$55,000	GOCO Contract grant extension	Shade shelter under construction	Late September start landscaping	Completion	Grant closeout
	Red Hill B-Line Trail Improvements and C-line alternate bike trail.	AVLT Maintenance Endowment	C-LineTrail open	RFOV trail adoption work	Install new signs	Ongoing trail maintenance	
	Crystal River Restoration and Weaver Ditch Efficiency Project	Grant Funded	Not Fully Funded	construction delayed due to high bid	year delay	fundraising	
*no staff training	GOCO Resilient Communities AVL	grant \$55,000	GOCO Contract &Resoution	coconstruction delayed due to high bid	year delay	grant extension	
	Fishing is Fun Grant Crystal River Project. CPW 2020 ADA access/classroom	Grant \$30,000	processed	construction delayed due to high bid	year delay	grant extension	
	Fishing is Fun Grant Crystal River Project. CPW 2021 In-channel improvements	Grant \$50,000	processed	construction delayed due to high bid	year delay	grant extension	
*delayed production/ delivery	CIWMP- Approval for 2022 weed mitigation strategies	2022 Budget	BOT 2022 Plan Approved	Contracted Natural Land managers	Implement Plan	Implement Plan	
	Playground & Park equipment repairs Cirs	2022 Budget	RVR & Orchard spinner floors	Hendricks replacement, Sopris & Gianinetti	vinyl coating on exposed metal	fall maintenance project	
	Mobile Stage 3 trained used 8 times in 2021	2022 budget	purchased side walls and banners	Create fee waiver guidelines	summer use	Summer Use	
	Aquatics Facility Bond Process	hired council & bond finance	voter approved, hired underwriters	schedule bond release dates for Sept.	Hire Owners Rep	RFP for engineering and design work	
	Nature Park-loop pathway improvements	surplus EWF from 2021	Test sections wood chips donated	Test Pea gravel in mud under wood chips	Wood Chip project-Friends of park	wood chip project	
	RVR Park Weed Management - can/will they adopt Town weed plan	Orchard & Triangle Park	Town Staff request to GM	experiment in Triangle and Orchard	report	report	
	Hendricks Playground Replacement	2022 Budget	RFP closed 5 proposals	contracted with A to Z Recreation	ordering / demo/ construction	construction	
	Burke bid \$82,604	ordered & contracted	equipment arrived & scheduled	fall project afte special events	fall project October/Nov	fall project October/Nov	
	Sopris Park	2022 Budget	research	subcontract graphic artist	produce	marketing and advertise	
	Dogs in park story map	2022 parks CIP budget	VFD Pump installed and plugged in	Functional	process VFD rebate	Functional	
	Miners Park Irrigation Retrofit to ditch water	2022 Parks CIP budget	rfr and bids-no bids by due date	re advertise open bids in Aug	bids due September 13th	award bid/contract fall/ spring project	
	Highway 133 South Irrigation replacement project	\$35k GOCO Grant Extension	extension to Sept 2023	Fall Project	Fall Project	Grant closeout with GOCO	
	Youth Art Park Rio Gande with Carbondale Arts	2022 Rec budget & FMLD Mini	Grant not awarded	completed			
	Replace Rec Center Skylights and LED Gym retrofit	2022 Pool Budget	budgeted	switched to boiler replacement	Schedule and contract the work	Work before Spring opening	
	Replace Pool Chemtrol distribution unit	na	Feb P & R Meeting	use for 2023 budgeting	budgeting for 2023		
	Updated Highlighted Chart of Master Plan	2022 budgeted	bear proof trash cans & install signage	install solar irrigation controllers	install solar irrigation controllers	install picnic table/ signs	
	Ramey-Harvey Park Improvements	Not budgeted	Title work complete	demo shed for parking easement	Research improvements	Public Outreach and pricing work	
	4th Street Plaza Park Improvements						
* affected by covid-19							
Completed 2021-22							
* timing pushed back	Orchard Park Playground Replacement Project	Construction completed	Completion Winter 2021				
* change scope public outreach	Aquatics Facility Master Plan	completed	GOCO Grant closeout				
	Nuche Park - Parking & Signage	Fence Permit and approval	fence completion				
	Miners Park Volleyball Border Project	net sleeves, lines, grass seed	Completed				
*delayed fundraising	Triangle Park Tennis Courts crack repair	completed with final fix	open				
	Batting Cage at Bill Hanks	construction complete	Inspected install signage	shut down store for winter in shed			
	Fence at White Hill (Hillcrest) Cemetery received bid Taylor Fencing	Old Fence Removed & contract	Construction and completed				
*delayed bidding	Nuche Park Parking Lot improvements	Street Crew		Timing TBD but before Bald Eagle Closure	Construction	Bald Eagle Closure Dec 1	
	Bear Proof Trash and Recycling Cans	conservation Trust Fund	2 in triangle, 2 in Thompson	arrived and placed	done	done	
	Bonnie Fisher Park signage and enforcement	Demeters Garden/Access road	public outreach /sign production	Signs Installed send letters to homeowners	Enforcement	Enforcement	
	Electric Work at RV Park	2022 rv park budget	Contracted w/Lassiter phase 4	work complete sites 15-19	completed	completed by May	
	Red Hill Signage for completed kiosk	2022 budget	RFP with Proposals	Kiosk signage completed and installed	done		
	North Face Bike Park Jump line capping	2022 Rec budget	project completed				
	Replace pool water heater at Pool	2021 budget partial	replaced , waiting to test	installed	test in spring when waer back on	functioning	
	Electrification of mow equipment	2022 parks budget	equipment purchased	Use	use	use assesment	
	High Speed Radio WiFi Internet at Gateway RV Park	2022 rv park budget	project completed	completed	completed by May 6th	completed	
	Hillcrest Cemetery	2022 budget	Fence Completed	contract for survey and plot layout	work concluded	work concludes	
	Red Hill C-line alternate bike trail.	AVLT Maintenance Endowment	Trail open	completed	no probuild needed		
	Grants not awarded 2022	FMLD Rec Center Gym LED Lighting Retrofit	FMLD Mini-Grant	submitted	not awarded		