



**Minutes**  
**Gateways Network Working Group Meeting**  
**Jefferson Patterson Park and Museum**  
**June 12, 2002**

**Present:** David Bancroft, Elizabeth Hughes, Ron Weis, Lisa Gutierrez, Robert Pickett, Bob Carter, Meriwether German, Maria Vonderheid, Wilmer Henninger, Mike Smolek, Pam Shubert, Bob Campbell, Skip Meehan, Claudia Schechter, Jonathan Doherty

The Working Group reviewed the minutes of the May 14 meeting, making no changes.

**Conceptual Framework and Principles for Developing a Support Organization:**

Claudia Schechter of the Association of Partners for Public Lands presented an overview of a proposed conceptual framework and principles for a Gateways Network support organization. The presentation and subsequent discussion was based on a draft paper outlining the framework and principles (attached).

Claudia prefaced the presentation of the framework and principles with the following points:

- The principles are intended to guide development of a potential CBGN support organization
- They represent the best sense of the advice to date from Working Group and Gateway discussions regarding the development of a CBGN support organization.
- The principles are not a business plan. They are also not final – they are designed to gain consensus among Gateways on a support organization's framework through follow-up consultations.
- After those consultations, the Working Group will decide whether or not the time is right to take the next steps to create a CBGN support organization.

In addition she foreshadowed the steps to follow between now and the first support the Network might receive from a support organization, if the Working Group decides to proceed:

- Decision by CBGN Working Group to authorize consultations
- Consultations with Gateways; consensus among Gateways to move forward
- Decision by the CBGN Working Group to create group
- Determination of institutional home
- Development of plan for initial 3 years' base funding
- Selection of a Board of Directors
- Preparation of formal institutional documents
- Board-generated detailed business plan adopted by all stakeholders

Claudia then outlined the framework and principles (see attached paper), asking for questions and comments.

Working Group members raised the following questions, issues and points of clarification:

- Principle 1:
  - Clarification: the organization's mission would be to support the Gateways Network in achieving the three core network goals.
- Principle 3:
  - Explore whether there are other viable options for agreements between the support organization and the NPS and Working Group beyond the most common cooperative agreement model. Examples include agreements used by public universities and museums. Also, research the options that NPS is permitted to use, based on law or policy. Further, it was suggested that Principle 3 be reworded as follows: *“Whatever operating entity is selected, oversight of its activities would rest with the NPS CBGN Program and the CBGN Working Group. Oversight role for the NPS CBGN Program and the CBGN Working Group would be established through a cooperative agreement or some other mechanism.”*
  - One member asked about a non-profit's ability to protect anonymity of donors when in an agreement with a public agency. Claudia noted: (a) that non-profits in such an agreement are not subject to FOIA; (b) that disclosure of an anonymous donor by a government auditor would violate ethical standards, but could occur; and (c) she was not aware of any disclosures through her experiences with cooperating associations and friends groups. It was agreed that we should examine ways to craft a solution (if possible) to this issue when developing the cooperative agreement or other instrument.
  - Be careful in using the word authority to describe the NPS and Working Group relationship to a support organization. The real point is that the fundamental purpose of the organization derives explicitly from the mission of the Gateways Network and the NPS and Working Group roles in guiding the Network.
- Principle 6:
  - A question was asked about the expectations of board members in terms of financially supporting the organization. Claudia noted that in most successful boards there is an expectation that every board member both “give and get” at the level of their personal skill and financial capability.
  - It was also stated that the value of peer-to-peer influence could benefit programmatic areas as well. And we should further consider whether the Board as constituted should include some programmatic expertise.
- Principle 8:
  - A question was asked about the viability of fund-raising in the current climate, particularly for a new organization. Claudia noted: (a) the amount of public philanthropy in the US has increased every year for the past 30 years, though it is increasing at a lower rate this year; (b) studies have found that war, natural disasters and other similar events do not have a long-term effect on philanthropy, but that down-turns in the economy do, and that is what is being reflected this year; (c) in fund-raising, specific attention must be paid to attracting new resources to the Network and not impacting existing sources of revenues for Gateways.
  - It was noted that the initial focus of the organization should be on establishing revenue generating strategies, not simple philanthropic donations. And care will be necessary so that the support organization does not compete with Gateways' revenue bases.

- Principle 9 - 10:
  - A question was asked about the extent to which the support organization would engage in providing technical assistance. Claudia noted that she recommended avoiding developing programmatic technical assistance staffing at the support organization in its early years. Instead, if the support organization focuses on generating revenues, then there will be a number of options for how revenues can be applied to more cash awards or for more capacity to provide technical assistance through contracts.

Following discussion of the principles, Claudia reiterated proposed next steps:

- Finish Phase 2:
  - Develop consensus on principles – discussion with Gateways
  - Adopt framework and principles, as revised – CBGN Working Group
  - Determination of institutional home
- CBGN Working Group decision: initiate creation of support organization
- Phase 3: Prepare Start Up Business Plan
  - Create Board of Directors or Trustees
  - Fund 3 Years' Base Funding (\$300 K per Year)

The Working Group was asked whether they were comfortable enough with the framework and principles (as revised based on points in the meeting) to proceed to consultations with Gateways. Members decided upon the following:

1. Make revisions to the principles as discussed and outline a consultation strategy.
2. Review the principles and strategy with the steering group prior to the July 11 Working Group meeting.
3. Bring the steering group recommendation to the Working Group on July 11.
4. Presumably, proceed with implementing the consultation strategy.

### **Overview of Jefferson Patterson Park and Museum**

Mike Smolek gave an introduction to the park and a brief tour of the visitor center and some of the new Gateways Network supported interpretive signage.

### **Upcoming Meetings:**

July 11 - Grant review, begins at 9:30 am at Chesapeake Bay Foundation Offices

September 11

October 9