

# Salem Parks Foundation Board Development & Recruitment Strategy

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Salem Parks Foundation Board of Directors

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Salem. Text and images contained in this report may not be used without permission from the University of Oregon.

## About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

### **1. Our Sustainable City Year Program**

(SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

**2. Our Urbanism Next Center**, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to

provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

# About City of Salem

The City of Salem is Oregon's second largest city (182,396; 2022) and the State's capital. A diverse community, Salem has well-established neighborhoods, a family-friendly ambiance, and a small town feel, with easy access to the Willamette riverfront and nearby outdoor recreation, and a variety of cultural opportunities.



**FIG. 1**

Riverfront Park

*Image Courtesy: Ron Cooper*

The City is known for having one of Oregon's healthiest historic downtowns, hosts an airport with passenger air service, and is centrally located in the heart of the Willamette Valley, 47 miles south of Portland and an hour from the Cascade Mountains to the east and the ocean beaches to the west.

State government is Salem's largest employer, followed by the Salem-Keizer School District and Salem Health. The City also serves as a hub for area farming communities and is a major agricultural food processing center. A plethora of higher education institutions are located in Salem, ranging from public Western Oregon University, private Willamette and Corban universities, and Chemeketa Community College.

Salem is in the midst of sustained, steady growth. As a "full-service" city, it provides residents with services such as police and fire protection, emergency services, sewage collection and treatment, garbage collection, and safe drinking water. Salem also provides planning and permitting to help manage growth, as well as economic development to support job creation and downtown development. The City also provides 2,338 acres of parks, libraries and educational programs, housing and social services, public spaces, streetscaping, and public art.

Salem's vision is a safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all. The City's mission is to provide fiscally sustainable and quality

services to enrich the lives of present and future residents, protect and enhance the quality of the environment and neighborhoods, and support the vitality of the economy. The City is in the midst of a variety of planning efforts that will shape its future, ranging from climate action planning and implementation, a transportation system plan update, as well as parks master planning.

This SCYP and City of Salem partnership is possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley,

as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending. With additional funding from the city, the partnership will allow UO students and faculty to study and make recommendations on city-identified projects and issues.

## Course Participants & Description

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**Research Methods (PPPM 620)** surveys research skills in planning and public administration and applies research skills to applied projects in Nonprofit Consultancy.

**Nonprofit Consultancy (PPPM 688)** is a capstone course in which student teams complete projects for nonprofit organizations, assessing organizational needs and capacity, evaluating alternative strategies, and recommending solutions for organizational success.



SALEM PARKS FOUNDATION  
Rooted in the Past. Providing for the Future.

# ***Board Development & Recruitment Strategy***

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# EXECUTIVE SUMMARY

Parks Foundations are a natural asset to a thriving park community, given their unique ability to support the government through nonprofit funding activities, while still supporting community wellness. This is particularly true as governments allocate funding to different initiatives, and departments seek outside funding and support to continue community-focused programming.

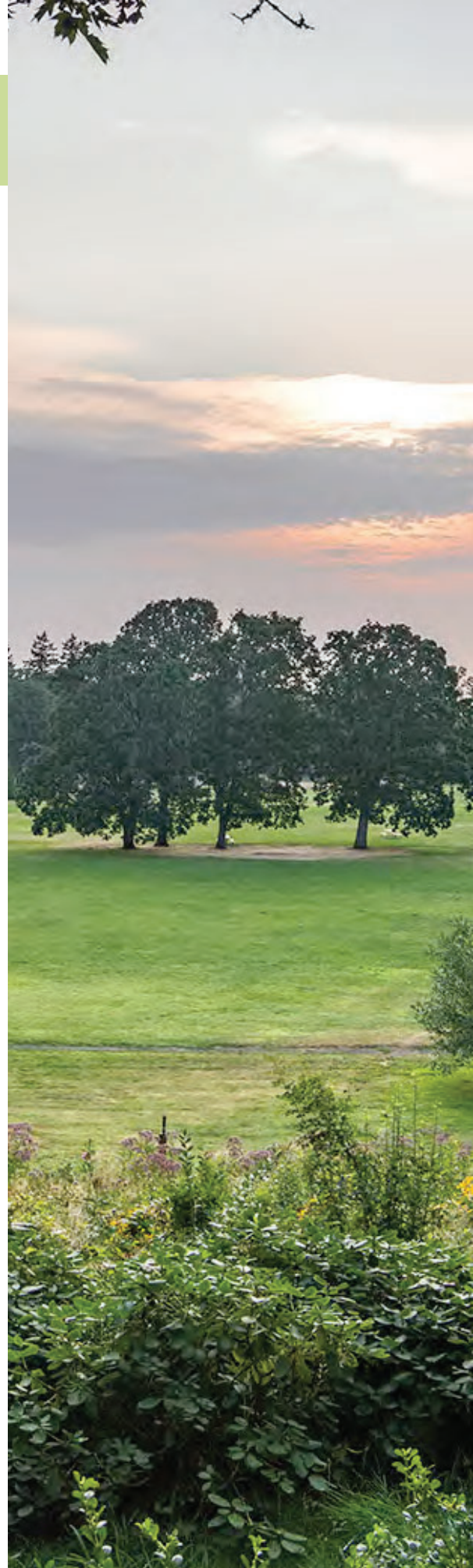
In Winter 2024, the Salem Parks Foundation (SPF) requested that this nonprofit consultancy group explore volunteerism, diversity, and board recruitment. Focus was placed on Board Development and Board Recruitment in order to strengthen the Foundation for future growth and development into diversity outreach and volunteer initiatives. In order to research these areas, we relied on secondary literature, a review of SPF materials, interviews with SPF and other Oregon Parks foundations, and finally a survey sent out to the Neighborhood Associations.

Over the course of our research, we received a wide variety of responses, both from parties invested in SPF, and from those who had never even heard of the organization. We found that SPF has the opportunity to develop stronger processes to support a nonprofit foundation, from board development and governance, to strategy for recruitment and community outreach. To address these areas, we developed a comprehensive plan to revitalize the organization, and allow them to focus on longer term projects and goals.

As one SPF director aptly said in their interview,

***“What I’m hoping is that you can kind of move us out of that is the random idea phase of getting more members and more diverse members and help us into an actual plan list of steps that we can do.”***

And that is exactly what we hope to do.

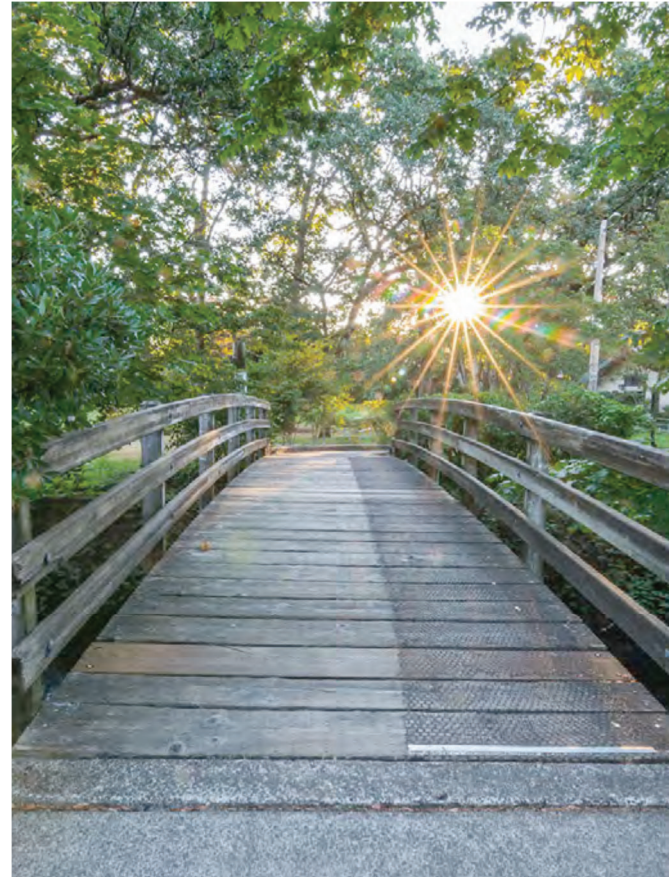


# ORGANIZATIONAL OVERVIEW

SPF is a 501(c)(3) organization founded in August 2000 in Salem, Oregon. It is managed entirely by a volunteer board, who have collected to raise awareness of the importance of parks, as well as to enhance and improve the park system in Salem. SPF's mission is to improve, enhance, and advocate for the park system of Salem, Oregon, through financial and community support.

At present, there are two primary programs, which address the mission's commitment to financial and community support. These programs are 1) Park Improvement and 2) Advocacy. The former project focuses on providing annual grants to Neighborhood Associations, awarding about \$10,000 annually for city-approved projects. The latter focuses on providing testimony to the City Council in order to continue funding the Park system.

At present, SPF is also invested in a campaign to restore the Eco-Earth Globe by Riverfront Park. This landmark was a result of a community project in 2003, and as a result of deterioration, requires an estimated \$400,000 to fund, of which SPF has raised \$345,500 as of April 2024.



# SCOPE OF WORK

This consultancy is the result of a partnership between the University of Oregon and the City of Salem through the Sustainable City Year Program (SCYP). The purpose of SCYP is to help communities solve problems through a year-long partnership with the University of Oregon, in order to build a sustainable future. This project therefore looks to explore civic engagement, particularly within under-represented communities.

Through our conversations with SPF, we decided to explore board development and recruitment to strengthen their foundation in order to promote accessibility and diversity on the board in the future. With this in mind, the following questions were developed:

1. How can the Salem Parks Foundation strengthen its board, especially with an eye on Board Development practices?
2. What elements of Board Best Practice need to be considered to ensure the Salem Parks Foundation is accessible to new members?

To evaluate the research questions, we utilized a multi-faceted approach involving secondary literature reviews, interviews, and surveys. The comprehensive methodological approach employed in this assessment has provided a robust foundation for evaluating the research questions related to SPF's board diversity and governance practices. The triangulation of data sources ensures that our findings are well-rounded and reflective of both the internal dynamics of SPF and the broader nonprofit sector trends.

To address our research questions, we conducted and used the following methods:



### **Literature Review**

Literature reviews on board development and recruitment practices, with a focus on contemporary trends.



### **Social Media Review**

Social Media reviews to assess community outreach, with an eye on community engagement and comparisons with other local and national parks foundations to understand industry trends.



### **Interviews**

Interviews with SPF members, Executive Directors and Staff at other Oregon Parks foundations, and City of Salem representatives. These interviews helped identify profiles of those invested in Parks in the State of Oregon, what each individual foundation and community excelled at and struggled with, and peer recommendations.



### **Surveys**

An email survey to Neighborhood Associations in Salem assessing their relationship with SPF and the greater community, and collecting individual testimony about SPF impact.

# 1. LITERATURE REVIEW

## OVERVIEW

A comprehensive review of existing literature on nonprofit governance, board diversity, and community engagement was performed to contextualize our findings and support our recommendations with evidence from previous studies.

Relevant literature was selected based on its credibility and contribution to the topic of nonprofit governance and board diversity. Key findings from the literature were synthesized to draw comparisons with primary data and to reinforce the recommendations made in this report.

## FINDINGS

Board development and recruitment are a critical foundation of every nonprofit, regardless of the size and scope of the organization. In order to ensure a board that can effectively work to achieve its mission, it is critical that all boards work to review best practices, less it falls victim to mission drift or overcommitment. Our team has organized the literature review findings into two sections; Board Development and Board Recruitment.

### Finding #1: Board Development Practices

Board development is acknowledged as a critical element in improving the success of nonprofit organizations. Board development refers to the process of enhancing the efficiency and skills of board members. SPF's goal to develop its board is both timely and essential. This section synthesizes secondary research findings to highlight the benefits of a focused and defined board and provides actionable recommendations for achieving this goal.

Our team has found that strong board governance systems play a vital role in nonprofit efficiency. In fact, nonprofits with a stronger governance structure are able to contribute a higher portion of program expenses toward the mission, than on non-mission related administration (Blevins 2022). Through continuous board development, SPF can ensure broader board governance perspectives and more robust oversight, ultimately contributing to better resource allocation and mission fulfillment.

“

*Role clarity implies the differentiation of roles between board members in terms of understanding and executing duties as well as being aware of performance milestones.*

”

To ensure strong governance, the literature suggests reviewing a variety of topics, such as finance and budgeting, government policy compliance, leadership, ethics, and process documentation so that no one board member is critical to the organization. Education is another responsibility of every board member, to ensure they have the knowledge and training required to effectively advise on board projects, and ensure the organization is continuously working towards its mission. These trainings also provide a foundation for new member on-boarding and training, while ensuring old members review necessary information. This foundation of learning provides a critical step into recruitment.

## Finding #2: Board Recruitment Practices

Effective board recruitment practices are crucial for ensuring that an organization attracts and retains dedicated and capable individuals. A well-structured recruitment strategy not only identifies candidates whose values align with the organization's mission but also addresses the diverse needs and skills required for robust governance.

Research has found that implementing board term limits is crucial for maintaining enthusiasm and participation. Term limits prevent boards from becoming stagnant. "You have to let them know there's a limit to what is expected of them," (Nonprofit Business Advisor 2015) otherwise, board members may feel burdened by an indefinite obligation, leading to decreased enthusiasm and support. Clear term limits can help manage expectations and ensure a continuous influx of fresh ideas and energy.

Throughout the research process of the assessment SPF board members voiced their overall interest in increasing the diversity of the board, particularly in regards to age and language abilities. New board members also promote new ideas, and therefore new concepts of what board diversity should look like. Defining what diversity means to the organization is a foundational step before looking towards recruitment. Based on our investigation into board recruitment practices, targeting new demographics such as individuals aged 28-43 (Millennials), people from minority backgrounds such as Black, Asian, or Hispanic, or neighborhoods from under-represented neighborhoods for recruitment can heighten commitment. According to Ng and Gossett (2013), Millennials exhibit a strong alignment with public service, driven by career aspirations such as work-life balance and societal contribution, which align with the intrinsic rewards of public service volunteerism (Ng 2016). Defining the characteristics of diversity that would be most beneficial to SPF as a group will help individual board members in their pursuit of recruitment.

Effective board recruitment practices are essential for attracting individuals whose values align with the organization's mission and goals. Research indicates that Millennials are particularly well-suited for public service roles due to their desire for work-life balance and societal contribution, a trait that holds significant importance in the context of board service. The alignment between younger generations' values and the culture of public service enhances the younger generations potential to make meaningful contributions as board members. Ultimately, however, new Board Members are the individuals who benefit from your mission and who are asked to be a part of it. Anyone who goes to Parks in Salem is a potential new Board member, particularly those from neighborhoods who need Park services due to lack of knowledge or historic investment in the area. This creates passion.

With passion being the driving force for many SPF board members to join and maintain their position on the board, the ability to influence new members to join can be catalyzed by this interest. In addition to shared passion, it is critical to note that most of the current board members were either founding members, friends of founding members, or directly approached SPF themselves about joining the board. The transition to a more proactive recruitment strategy will enable SPF to curate the composition of its board, guiding them into the organization's next phase of development.

Finally, analysis has uncovered that detailed clarity of board member's roles and responsibilities are important for effective board governance, "Role clarity implies the differentiation of roles between board members in terms of understanding and executing duties as well as being aware of performance milestones." (Kersey-Stapleton 2023). Building an inclusive board culture, leveraging committees to build strength, and investing resources in board diversity will help establish and maintain board recruitment, ensuring an empowered and effective governance.

## 2. SOCIAL MEDIA REVIEW

### OVERVIEW

The strategic planning method of the strengths, weaknesses, opportunities, and challenges (SWOC) analysis was used to research the internal and external factors influencing SPF. This analysis provided the context for comparison to other parks-related organizations, located in Appendix 1, which include both recommended practices as well as pursuits to avoid.

Parks-related organization's were identified based on geographic location, relevance, and contribution to the topic of social media outreach and the opportunities it presents. Key findings were identified based on a SWOC analysis of SPF, which were then contrasted with examples from each parks-related organization included in Appendix 2, which consists of eleven organizations from Oregon, eight from Washington, four from California, and one from Idaho, this contributes to the recommendations made in this report.

### FINDINGS

To assess SPF's outreach initiatives, we conducted an analysis on each method of outreach SPF uses, focusing on the following platforms:

- SPF's Website
- SPF's Facebook
- SPF's Instagram
- SPF's Print Resources

To ensure expanded community outreach for SPF, our team has developed a detailed analysis for a cohesive brand recommendation that can be found in Appendix 2, as well as the SWOC analysis in Appendix 1. The analysis was created as the foundation to our outreach plan to understand how SPF can better leverage its communication. The finding from our analysis is that SPF is missing some avenues to forge connections with the community, however it has a strong platform to capitalize upon. While we will provide several recommendations into each area, our primary findings were as follows:

1. SPF receives the most engagement from posts about community members
2. SPF is ahead of many Oregon contemporaries in its active use of both Facebook and Instagram
3. Social media accounts lack the distinct identities associated with each platform, and so they do not make complete use of each function.
  - Facebook: Event Pages, Mutual relationship with other organizations and businesses
  - Instagram: Stories to showcase daily activities, info-graphics and carousel updates regarding program progress

These findings illustrate how SPF can move forward with its online presence. In our Brand Recommendations, we create a comparison between SPF and other Parks foundations in order to illustrate concrete examples of how SPF can modify its current operations in order to expand its community presence, and create a more user-friendly experience. This will also work as a tool for board recruitment and governance by ensuring transparent and consistent communication to all Park beneficiaries, regardless of involvement with the organization.

# 3. INTERVIEWS

## OVERVIEW

In-depth interviews were conducted with current board members, individuals at other Oregon Parks foundations, and two representatives from the city. These interviews provided qualitative data on board dynamics, governance practices, and stakeholder relationships.

All interviews were conducted via Zoom, recorded with participants' consent, and subsequently transcribed for accuracy. The transcriptions were analyzed using qualitative coding techniques. Key themes and patterns were identified to provide insights into the governance practices and challenges faced by the Parks Foundation and comparable organizations.

## FINDINGS: SALEM PARKS FOUNDATION INTERVIEWS

In our study, we interviewed six out of the eight total SPF board members using a predetermined set of interview questions outlined in Appendix 9. Based on our research questions, we evaluated the following aspects of SPF:

- SPF Board Initiatives
- SPF Board Strengths
- SPF Development Areas Based On External Interviews

### Finding #1: SPF Board Initiatives

Over the course of the interviews, the Eco-Earth Globe became a primary topic of conversation amongst the various SPF board initiatives. Our primary finding regarding SPF initiatives was that the Eco-Earth Globe has caused controversy amongst the board, and that many members are dissatisfied with the direction of the project, and therefore SPF. We categorized concerns into the following issues:

- **Cost:** The current estimate of \$400,000 was quoted in 2020, according to our interviews, prior to inflation and issues in global supply chains. Some members worry the cost is now greater than advertised in outreach campaigns.
- **Sustainability:** The Eco-Earth Globe requires renovation due to asbestos, however it is unclear how long the renovation would last, and when further renovation would need to be funded.
- **Purpose:** While the Eco-Earth Globe has enjoyed more popularity in recent years, the project originated from studies into its removal, which found it to be more expensive than the renovation. Some members expressed dissatisfaction with this reasoning, particularly given concerns into cost and sustainability.



## Finding #2: SPF Board Strengths

The interview transcripts were then used to generate key areas which each member discussed. These areas were discussed both positively and negatively.

- Passion
- Recruitment
- Grants
- Fundraising
- Diversity
- Outreach
- City Support

Given SPF's mission, which is to help Salem parks through financial and community support, the responses to our interviews are unsurprising. All members first and foremost reiterated a passion for SPF, as well as city parks. Furthermore, all members indicated the importance of grants, fundraising, and diversity to operations. It was however surprising to see the difference in opinions regarding recruitment and outreach. These are critical areas not just for community engagement, but for creating a diverse and representative board. These gaps may also be indicative of the difference in framing toward passion— while all members viewed SPF to be a positive organization, there was a lot of fatigue. This was most apparent when discussing the Eco-Earth Globe. A project of this size and scope can be overwhelming, and any drop in morale can disincentivize board members from discussing SPF positively, and therefore recruit new members.

## Finding #3: Skills and Trainings



Through the lens of board outreach and development, it was critical to assess what each Director felt would be an important step in supporting SPF's mission, as well as steps into the future, and how it compared to their peers. As a result of our interviews, we have compiled a list of skills and training that Directors indicated would be of interest, to the left of the page.

The areas of interest create a foundation for our recommendations into Board Development and Recruitment strategy, which we explore through the lens of our external interviews. The areas for growth have been divided into skills, focusing on where current board members do not express confidence, and training. This finding gives SPF board members the opportunity to step in to provide the requested training and insights to other members.

## FINDINGS: DEVELOPMENT AREAS BASED ON EXTERNAL INTERVIEWS

To help research support avenues for SPF, we reached out to a variety of Parks Foundations across the state of Oregon, which we have outlined in Appendix 4. These foundations are all diverse in their staff, board, and volunteer base, as well as their endowment and activities. Most importantly, they all have their commitment to Oregon parks in common. As with SPF, we used an established set of interview questions to assess the following focal points:

- Interviewee Profile
- Organizational Profile
- Board Profile
- Board Strengths
- Board Areas for Development
- Recommendations for Recruitment

Our most important finding was that foundations want to support other foundations! This indicates that SPF has significant potential to utilize the knowledge and expertise of their peers. We focused on several key findings regarding to how foundations have managed their boards, what areas they have struggled in, and their own advice for SPF. In order to analyze the contrast between SPF, and other organizations, we used the same metrics above for study.

The primary difference was between SPF's lack of reliance on city support, while other foundations operated as a tool for the city. This finding also underscores the significance of city governments in shaping board development and recruitment strategies. The lack of government oversight allows SPF organizational flexibility, however the lack of staff or oversight overburdens the Board, leading to issues such as burnout, which none of the other organizations expressed seeing in their Boards. While SPF does not need to employ a staff to avoid these issues, it becomes far more important to focus on board governance and recruitment to ensure that SPF has the adequate skills, training, and knowledge in order to ensure proper stewardship.



It is relevant as the City of Salem Parks and Recreation department faces impending budget cuts and seeks alternative means of funding to supplement diminishing support. This is a time for SPF to both strengthen its relationship to the city, and use these budget cuts to inform future projects to ensure the longevity of the park systems. This avenue would also provide the support for smaller projects, which would help invigorate the board, as well as provide the community with more tangible evidence of what SPF does.

Re-focusing toward other expressed priorities in the interviews, we uncovered the following advice from other parks foundations. While each has been attributed to a specific organization, the theme was reiterated throughout our process.

# PEER RECOMMENDATIONS

## **BEND PARKS DEPARTMENT**

Keep track of your community! Following a career change that resulted in more free time, Bend scouted a community member who was deeply involved in communications and public relations. Their skill set is not only an asset to the foundation, but an asset to the Board member who could use the experience on the board to further their personal development.

## **EUGENE PARKS FOUNDATION**

Every board member should have financial goals for the organization, outside of monetary contribution. For the Eugene Parks Foundation, “That means [the Foundation] expect[s] every board member to spend at least four to six hours a month outside of board meetings, in different ways that fits them to achieve these goals.”

## **OREGON PARKS FOREVER!**

It is important for any nonprofit or volunteer-driven organization to have smaller projects to discuss, such as in a monthly newsletter, in order to assure the community that tangible things were occurring as a result of their commitment to the Foundation. This allows members to champion the cause by creating active conversations with the community about recent developments, and encourage community members to participate.

## **CITY OF SALEM**

When they are operating well, what [a Board does] well is help identify the kind of vision for the organization moving forward. What is it that we [the nonprofit] want to be? Who is it that we want to be as an organization? And the board really helps articulate that and sets up a governance and support structure to achieve that.

# 4. SURVEY

## OVERVIEW

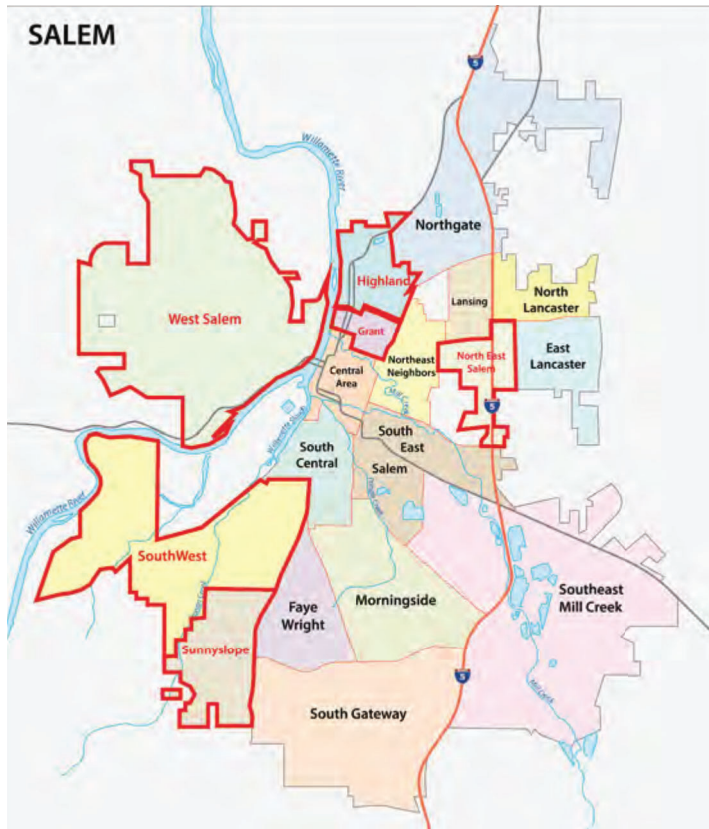
A structured survey was distributed to neighborhood associations to gather insights on their perceptions and experiences with the Parks Foundation. This survey aimed to understand community engagement, satisfaction levels, and suggestions for improvement.

The survey was distributed electronically to various neighborhood associations. Responses were collected over a set period to ensure a broad representation of community views. Survey responses were analyzed using statistical methods to identify trends and common themes. Quantitative data provided a snapshot of community engagement and satisfaction, while open-ended responses offered deeper insights.

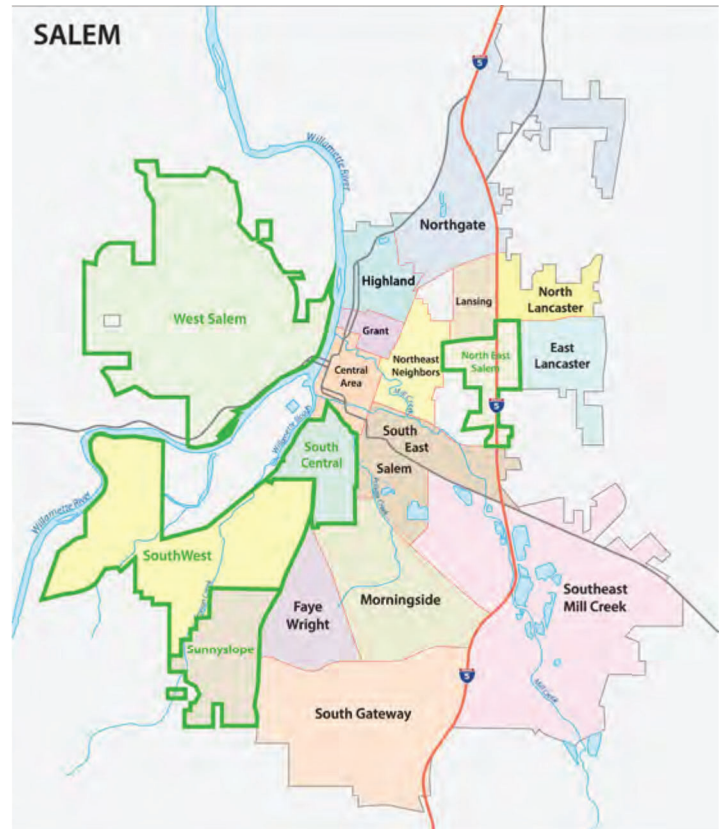
## NEIGHBORHOOD ASSOCIATION SURVEY FINDINGS

As a result, this study only indicates the neighborhoods surveyed, which reflect about 37% of the City of Salem's population. When analyzing the minority populations, as well as those represented in each neighborhood, we found that these neighborhoods in the survey reflect 31% of Salem's minority population, as illustrated in the table in Appendix 5. While the number of responses are too low to conduct any calculations regarding significance, these responses do show that in general,

**FIG. 3 MAP OF SALEM, HIGHLIGHTING SURVEY RESPONSE (RED OUTLINE)**



**FIG. 4 MAP OF SALEM, HIGHLIGHTING SPF NEIGHBORHOODS (GREEN OUTLINE)**



neighborhoods with minority populations still do know of SPF, and benefit from their activities, providing an avenue into future recruitment.

The core of our findings from the neighborhood association surveys are that while we received multiple responses from a few neighborhoods, such as Sunnyslope and NESCA, indicating high interest and investment from these areas, we did not receive engagement from the other eleven neighborhoods that comprise the broader Salem community. Of these neighborhoods, none reported a negative experience with SPF. A representative from the Southwest Neighborhood wrote “Very positive [experience] in terms of grant assistance for items needed in our local parks that would otherwise not be funded.” Examples like this highlight a very positive experience with SPF, specifically for funding items needed in local parks that would otherwise go unfunded.

That said, the surveyed neighborhoods do disproportionately represent neighborhoods in the North and West of Salem, as illustrated on the map in Appendix 6. These responses also reflect similar geography to the neighborhoods reflected by SPF members in Appendix 7.

“ *I wish SPF did more IN PERSON outreach to neighborhood associations, especially when topics about the areas where we live are being discussed. SPRAB meetings are not really accessible via Zoom, consistent tech issues. I appreciate the Parks Foundation's dedication to preserving and developing Salem's parks.* ”

With that in mind, respondents indicated that they had heard of SPF through Board Members in most cases, while two respondents did indicate community newsletter or association meeting. This is critical, as it shows the board member outreach is foundational to neighborhood outreach. As one respondent from the West Salem Neighborhood wrote, “I wish SPF did more IN PERSON outreach to neighborhood associations, especially when topics about the areas where we live are being discussed. SPRAB meetings are not really accessible via Zoom, consistent tech issues [sic]. I appreciate the Parks Foundation’s dedication to preserving and developing Salem’s parks.” This finding is important as it reflects the community’s expressed desire for in-person outreach and attendance of local neighborhood association meetings.

Importantly, SPF is not the sole foundation reaching out to neighborhood associations. Among these six neighborhoods, five highlighted engagement with organizations rooted in Community Service, the Arts, Business, Education, and Religion, and we found that these organizations are either invited to meetings, or reach out individually to speak, at which point responses indicate whether the neighborhood has decided to extend/accept an invitation. At these meetings, respondents indicated that the organization promotes events or shares news, while outside meetings they may collaborate at community events to table at open houses or resource fairs. This indicates that a familiar structure exists for nonprofits to engage with neighborhoods, and that they are welcome.

# RECOMMENDATIONS

## #1: MODIFY BOARD OPERATIONS

### Recommendation #1: Define Individual and Collective Responsibilities

During discussions on recruitment strategy, SPF board members underscored this importance. One member cited an example from another organization where each board member fulfills a specific role or serves a particular community, such as fundraising or development. Especially in an organization where the board are the primary drivers of the work, this structured approach clarifies responsibilities and empowers individuals to leverage their strengths or acquire new skills through collaboration with fellow committee members.

#### Action Steps

1. Develop Comprehensive Role Descriptions.
  - Appendix 8 outlines a detailed list of roles and descriptions that can be adapted to suit SPF's needs.
  - Consider a diverse range of roles beyond executive positions, such as fundraising, social media management, event planning, and grant writing.
2. Align Responsibilities with Expertise and Interests.
  - Survey board members to identify core strengths and skills already present on board.
  - Match board assignments with members' skills, expertise, and interests to optimize their contributions and foster personal and professional growth.
  - Invite guest speakers to teach skills such as Grant Writing or Design, which all members feel uncomfortable with. Review materials such as Appendix 13 to outline responsibilities.
3. Develop customized S.M.A.R.T. goals that align with each board member's individual skill set and expertise, as seen to the right. This process ensures that every responsibility works toward SPF's mission and goals.
4. Conduct Regular Position Reviews.
  - Establish a periodic review process to evaluate individual board member activities, ensuring everyone knows what they have to do for the next 6-12 months.

### Be SMART!

**S**pecific: Clearly defined and tangible, leaving no room for ambiguity.

**M**easurable: Objectively measurable, with criteria for success that are understood by all.

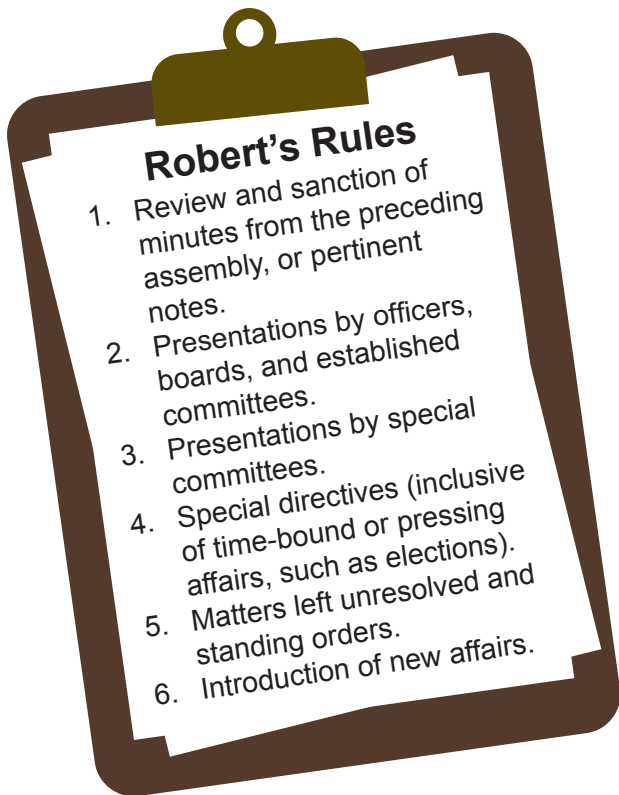
**A**chievable: Challenging yet attainable, given the available resources.

**R**elevant: Meaningfully contributing to larger objectives such as the organization's mission.

**T**imely: Equipped with deadlines and progress milestones to ensure accountability and progress tracking.

### Recommendation #2: Foster Board Investment

As SPF moves toward concluding the Eco-Earth Globe campaign, it will become critical to both evaluate the current state of the organization and the board, and to maintain momentum. In several instances, concerns regarding passion, fundraising, and grants were connected to challenges stemming from SPF's Eco-Earth Globe campaign, and its perceived impact on the organization's goals and initiatives. The absence of complete alignment among members adds an element of



uncertainty to the board's dynamics. Despite a shared dedication to Salem's parks, some members have expressed feelings of exhaustion due to the prolonged nature of the campaign, leading to concerns about its sustainability. It is critical to utilize board meetings as a platform to address SPF's initiatives and create a cohesive vision for the organization's future, and therefore board recruitment strategy. To do so, we have outlined the following steps.

#### Action Steps

1. Organize a retreat.
  - Have a "Blue Sky" session, inviting every member to speak about what their ideal organization would do. Nothing is too expensive or impossible.
  - Review what goals or projects you like, and then what steps will be needed to make these possible.
  - Use these ideas to create long-term plans. Every agenda should review progress in pursuit of these goals, with steps for the next year and the next three years.

2. Re-formulate the agenda.
  - Agendas should work to incorporate not just SPF's project progress, but have training opportunities toward skills such as grant writing or fundraising, or hear from the community.
  - Make sure all meetings are at least an hour. If the board has reviewed all items, this is a time to have a list of topics to discuss in pursuit of board development, and reflect Appendix 14.
  - Review Robert's Rules when formulating an agenda to ensure a cohesive flow.
3. Invite other Oregon Parks foundations as well as City Officials to speak about their activities and projects, and what they envision for the future.
  - Oregon Parks foundations are contemporaries. From our interviews, many were enthusiastic about giving advice as well as speaking about their organizations. SPF can utilize this to formulate ideas as well as check in about their progress.
  - City Officials have a perspective into city operations, and therefore, what the city can and cannot do to support Parks. Offering a place for them to speak will inform how SPF may need to react to budget changes or changed city priorities.
4. Celebrate SPF's success and schedule time at every meeting to celebrate SPF and its members.
  - Have community members come speak about how SPF has impacted them.
  - Celebrate the success of other board members, be it in securing a grant, donation, or learning a new skill.

## #2: BOARD RECRUITMENT STRATEGY

A well-structured recruitment strategy not only aligns candidates' values with the organization's mission but also addresses the diverse needs and skills essential for robust governance (Burgoyne, 2020). Understanding the significance of reflecting Salem's diverse communities, the board is committed to enhancing diversity within its ranks. During interviews with current SPF board members, a strong interest in increasing board diversity, particularly in age and language abilities, was evident.

Acknowledging the current lack of diversity within the board, our team recognizes this as a barrier to achieving SPF's mission. In light of this, our team presents the following action steps for SPF regarding board recruitment.

### Action Steps:

1. Recruit Strategically.
  - Identify what types of people or skills SPF needs, particularly representatives from East neighborhoods or people with social media or Spanish language experience.
  - Launch an annual recruitment campaign, and make active requests in the newsletter, website, and on social media.
  - Create a goal for every board member to invite 1-2 people to apply.
2. Extend Personal Invitations.
  - Scout desired skills, such as Grant Writing or Fundraising, through online platforms such as LinkedIn, or through community networking events.
  - Utilize the donor list to identify individuals who are already committed to SPF's mission.
3. Invite People to Board Meetings.
  - Ask people who attend fundraisers or events such as Take a Walk in the Park. Repeat attendees are already interested.
4. Simplify Application Process.
  - Implement a user-friendly application process such as an online form to make applying fast and easy.
5. Champion SPF's Impact.
  - Continuously showcase SPF's events and projects in conversations and communications. Everyone you meet needs to know what SPF is doing over the next three months.
  - Emphasize the critical role of dedicated individuals in advancing SPF's mission, such as SPF's "Park Heroes." Being a member of SPF should sound exciting and inviting.

## #3: STRENGTHEN BRAND IDENTITY

Social Media lets the board directly engage with stakeholders, from the city, to Salem residents. To enhance SPF's online presence, we recommend the board implement a consistent brand identity across all platforms, as outlined in our Brand Recommendations in Appendix 2. This guide details logos, fonts, and colors to be used, as well as advises on how to use different social media platforms, and what supplemental tools can be used in order to reflect contemporary design and outreach trends.

### Action Steps

1. Review and begin implementing our team's brand guide.
  - Incorporate branding consistently across all platforms.
  - Make sure all posts utilize the platform's specific features. Instagram is for photos, Facebook is for community events, and both should link back to the website for more information. When in doubt, review other Parks foundations in the Brand Recommendation's Resources.
2. Tag community members, businesses, and other nonprofit organizations in posts to expand the network of community engagement.
3. Reach out directly to people who like multiple posts. They are expressing interest, and would be great board members or donors.



## #4: CREATE NEIGHBORHOOD OUTREACH PLAN

To enhance community engagement and bolster support for SPF's outreach goals, we recommend proactive leadership from the board of the foundation in revitalizing neighborhood association outreach and prioritizing in-person interactions.

### Action Steps

1. Focus on Targeted Outreach to under-represented neighborhoods, as highlighted to the right.
  - Contact the City of Salem representatives to acquire contact information for these neighborhoods.
  - Review past grant allocations to prioritize under-served areas for future initiatives.
  - Consider finding ways to be present in-person with these groups to show support and engagement.
2. Create a custom newsletter to make quarterly updates about grant deadlines, board applications, and park advocacy.
  - Develop annual surveys to gather insight into residents' interest in park improvement.



## CONCLUSION

After conducting our literature review, social media review, interviews with SPF members and other nonprofit foundations, and conducting a survey towards community members, a focus was placed on board development, board recruitment, and community outreach. The importance of the strategies and action plans presented are to provide SPF with specific, measurable, achievable, relevant, and timely goals which include:

1. Define Individual and Collective Responsibilities
2. Foster Board Investment
3. Strategic Board Recruitment
4. Strengthen Brand Identity
5. Create Neighborhood Outreach Plan

These recommended goals will provide SPF with the ability to further improve, enhance, and advocate for the park system of Salem, Oregon by strengthening its board operations as well as its connections with the community.



Defining individual and collective responsibilities allows SPF to determine S.M.A.R.T. goals which will ensure the implementation of these recommendations is maintained within the scope of SPF's mission. The alignment of responsibilities and expertise is critical to the success of SPF moving into the future, and ensuring all members not only are valued, but can use their skills and knowledge to create positive impact.

By identifying board member strengths, SPF can utilize time during board meetings to teach each other desired skills. An example of a useful skill to be taught would be grant writing or fundraising, which some SPF board members identified they have experience with in their interviews while others mentioned they would appreciate learning more about these skills.

Bridging this divide will help bridge other divides, such

as that between passion and fatigue, to support Board members not only in their position in SPF, but in their long-term personal goals.

As a part of board development, we also recommended that SPF increase engagement with other parks-related organizations and the City of Salem by inviting them to speak about various topics of determined interest at board meetings. Fostering connections with the community will enhance board investment to create stronger relationships between board members as well as stronger relationships between SPF, the city of Salem, and the state of Oregon.

To expand this presence, SPF needs to solidify a cohesive brand identity and it is recommended to utilize the Brand Recommendations located in Appendix 2 for insight into social media best practices. This is best used in tandem with other resources available, as outlined in the Literature Review, to benefit SPF's goal of enhanced community outreach. Social media is a useful tool with many features specific to each platform that aid community building when used properly. Implementing the full suite of features available on each social media platform, such as Facebook Events or Instagram Stories, will improve SPF's online presence and strengthen its overall brand identity.

Finally, focusing on a proactive approach to enhance community engagement will allow SPF to engage with historically under-represented neighborhoods. This strategy will require SPF to seek support from the City of Salem to acquire the appropriate contact information for the neighborhoods which have not been previously awarded grants by SPF. Providing neighborhoods with custom newsletters will bolster community awareness of SPF, while the enhanced social media presence will allow people in those neighborhoods to learn more about SPF, without actively being a part of their neighborhood association.

Upon the conclusion of reading this report it is recommended that SPF discusses how they will effectively implement the recommendations presented. It is recommended that this discussion ensures every board member has the opportunity to express their ideas for implementation and the enacted strategy is agreed upon by a majority of the board.

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**Appendix 1: Social Media Analysis identifying strengths, weaknesses, opportunities, and challenges**



**WEBSITE**

| Strengths  | Weaknesses   |
|--|--|
| <ul style="list-style-type: none"> <li>• URL makes sense</li> <li>• Interesting Photos</li> <li>• Clear contact information</li> <li>• Updated event calender</li> </ul> | <ul style="list-style-type: none"> <li>• Outdated design style</li> <li>• Text heavy website</li> <li>• Difficult to join the board</li> </ul>           |
| Opportunities  | Challenges   |
| <ul style="list-style-type: none"> <li>• More information about local parks</li> <li>• Link more visibly to partners</li> </ul>  | <ul style="list-style-type: none"> <li>• QR code forces audience to get out their phone</li> <li>• Content currently dedicated to fundraising</li> </ul> |



**PRINT**

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>• Bilingual materials available</li> <li>• Highlights partners ex. city</li> <li>• QR code</li> <li>• Eco-Earth Globe highlighted</li> </ul> | <ul style="list-style-type: none"> <li>• Branding</li> <li>• Info on board or ways to engage</li> <li>• Website/social media on brochure</li> </ul> |
| Opportunities   | Challenges  |
| <ul style="list-style-type: none"> <li>• Park map incredibly helpful—use SPF brand!</li> <li>• Collaborate with public more</li> </ul>  | <ul style="list-style-type: none"> <li>• How do people get print info?</li> <li>• Expensive to print</li> </ul>                                     |



**FACEBOOK**

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>• SPF info clear</li> <li>• Consistent posting</li> <li>• Comments from community</li> <li>• Large following</li> <li>• Highlight key project</li> </ul> | <ul style="list-style-type: none"> <li>• Style consistency</li> <li>• Lack of board member presence in posts</li> <li>• Reviews are from spam bots</li> </ul> |
| Opportunities   | Challenges  |
| <ul style="list-style-type: none"> <li>• Comment and share posts from community</li> <li>• Create event pages</li> <li>• Public can repost!</li> </ul>  | <ul style="list-style-type: none"> <li>• Lack of engagement from diverse audience</li> <li>• Limited tagging from other pages</li> </ul>                      |



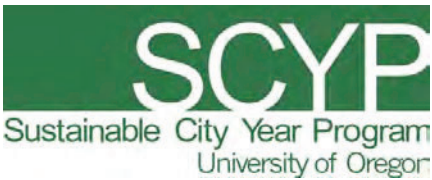
**INSTAGRAM**

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>• Tagged in other posts</li> <li>• Active with community</li> <li>• Link to website</li> </ul> | <ul style="list-style-type: none"> <li>• Inconsistent post identity</li> <li>• Underutilization of app features (stories, reels)</li> </ul> |
| Opportunities   | Challenges  |
| <ul style="list-style-type: none"> <li>• Most liked posts are with community members</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Target audience may not be on platform</li> </ul>  |

JUNE 2024

# Brand Recommendations

PRESENTED BY  
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Quinne Hauth  
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Mariah Lopez  
Sian Dim Lun



**SALEM PARKS FOUNDATION**  
Rooted in the Past. Providing for the Future.



**SALEM PARKS FOUNDATION**  
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# INTRODUCTION

Welcome to the Brand Recommendations Guide for Salem Parks Foundation. In today's digital age, a cohesive brand presence is essential for effective community outreach and engagement. Recognizing the need for consistent modernization, this guide aims to revitalize Salem Parks Foundation's branding and social media strategies to better connect with Salem's community and beyond.

## Why This Guide Matters:

Parks are more than just green spaces; they are the heart of the community, places where families gather, children play, and nature thrives. To ensure that Salem Parks Foundation's mission reaches a broader audience, we recommend the foundation presents a unified and updated brand through a consistent online presence. This guide will help the foundation achieve this recommendation by providing clear pointers on updating various elements of Salem Parks Foundation's brand identity.

## The Importance of Marketing in Community Outreach :

Effective marketing goes beyond promotion, it is about building community relationships and cultivating a sense of community. By implementing these recommended changes, Salem Parks Foundation has the opportunity to create a more engaged community, encouraging more people to enjoy and support Salem's parks.

**Thank you for joining our team on this journey towards a more connected future for Salem Parks Foundation. Let's get started!**

# RECOMMENDATIONS

To ensure expanded community outreach for Salem Parks Foundation, our team has developed the following recommendations for a cohesive brand presence based on insights gathered during our assessment of the foundation. The assessment report, including data from the SWOC analysis, led our team to the various recommendations we will make in this guide.

## What's Inside:

### **Updated Brand Colors and Fonts**

Consistency is the key to a strong brand. This section outlines a simplified color palette and new font suggestions, chosen to reflect the inviting nature of Salem Parks Foundation. These updates will ensure all materials, from print materials to online posts, are instantly recognizable.

### **Print Materials**

From flyers to annual reports, print materials need to capture the community's attention and convey the foundation's mission effectively. This section provides design tips to ensure all printed communications are engaging and consistent.

### **Website Design**

The foundation's website is often the first point of contact for many community members. This section of the brand guide includes the best practices for a user-friendly and visually appealing website that reflects uniform branding.

### **Social Media Posts**

Social media is a powerful tool for community outreach. Our team has developed specific guidelines for creating cohesive Facebook, Instagram, and other types of online platforms, including design grids to maintain brand consistency within the foundation's posts.

### **Resource Guide**

Our team has compiled a list of exemplary websites and social media profiles from similar parks foundations across Oregon, Washington, California, and Idaho. These resources provide valuable insights and inspiration that can help the foundation continually enhance its marketing efforts.

# BRAND RECOMMENDATIONS

## Logo Suggestions



**SALEM PARKS FOUNDATION**  
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### Original

Prioritize for legal documents, or print materials  
The primary use of a full logo is for items that do  
not otherwise of SPF's information.



### Simplified - Color

Great for materials that  
already have your  
organization's name, such as  
social media or an extended  
brochure.



### Simplified - BW

Great for print materials that  
already have your  
organization's name, such as  
a flyer or brochure.

## Diversify Font Choice

Font: Times New Roman

Font: Arial



Serif fonts are great for formal  
documents

Sans Serif fonts are more  
approachable and generally more  
legible

## Reduce Colors



R: 29 G: 71 B: 41  
C: 59 M: 0 Y: 42 K: 72

HEX: #1d4729



R: 203 G: 219 B: 154  
C: 7 M: 0 Y: 30 K: 14

HEX: #cbdb9a



R: 89 G: 59 B: 46  
C: 0 M: 31 Y: 46 K: 67

HEX: #553b2e



Keep colors simple and  
easy to follow. A dark  
color and a light color  
provide contrast, while  
brown acts as a third  
color when needed to  
add depth to any design.

# PRINT MATERIALS



Simple and eye catching front for a brochure

Use one or two fonts in any one item. Ideally this will be a sans serif font like Arial, and then a more "fun" accent font for headers.

Variety of photos illustrate exactly what SPF does

Enforce brand recognition by using colors associated with SPF's logo



Translation on the flip of a document is a great idea!

SPF's logo should be a feature. Make it bigger at the bottom of the page to let people know who receives the donation.

Excellent use of QR code

Try to limit yourself to SPF colors, brown and green

**Tip:** Printing materials can be expensive! Make sure all print materials can be used again for maximum cost efficiency.

**How:** A flyer or brochure can be an excellent source of information. Adding a QR code to a print material can also allow the material to be used for months, if not years, while you can always update the website with time-sensitive information.

# RECOMMENDATION

Intrdocutory Brochure

## Who Are We?



Picture of the board

Text about who you are

## Neighborhood Park Grants



Picture of Grants in Action

Text about Grants, including expected amounts

QR

Application Deadline



## Catchy Title



## What Do We Do?

What activities do you do?  
Highlight walk in the park, Pinot Night, Eco-Earth Globe

Picture of an annual event



## Why We Need You!

What is the call?  
Suggest ways to support parks, donate to SPF for specific causes, join the board, or engage in volunteering

Contact Information (Email, Phone, Social Media)

QR



Please make your tax-deductible donation to:

SALEM PARKS FOUNDATION  
PO BOX 5764 SALEM, OR 97304  
503-370-8789

Enclosed is a \$ \_\_\_\_\_ donation. (Make check payable to the Salem Parks Foundation)

Please use this donation where it is needed most.

Please use this donation for this specific project or park: \_\_\_\_\_

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Salem Parks Foundation is a 501(c)(3) organization and member of Oregon Cultural Trust.  
For credit card donations and information, check our website [www.salemparksfoundation.org](http://www.salemparksfoundation.org).

Please contact us for information on how to arrange a bequest, endowment or if your employer has a matching gift program.

# WEBSITE

Cut down on text. People can always click on links to learn more, but a homepage needs to be inviting to a casual visitor.

As a Park Foundation, focus on photos of the parks. Get people excited to engage!

The screenshot shows a website section titled "Things You Can Do To Help Our Parks!". It features four columns, each with an image and a heading:

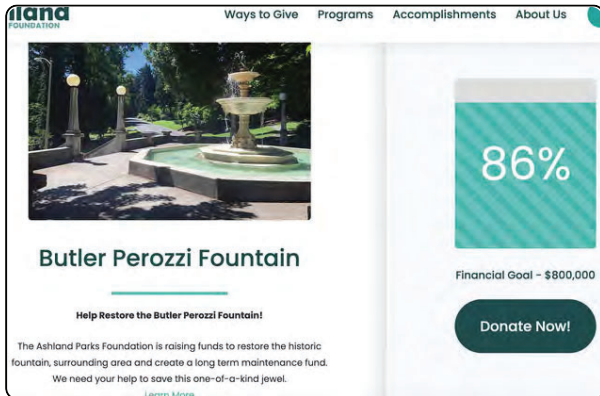
- Donate to SPF Financially:** Includes a photo of people at a table and a "Donate" button with payment icons.
- Support the Eco-Earth Project!** Includes a photo of a globe sculpture.
- Donate Your Great Ideas & Time:** Includes a photo of a group of people.
- Buy Barred Owl Attack Signs:** Includes a photo of a yellow diamond-shaped sign with an owl.

Below the grid is a dark footer with three sections: "Quick Links" (HOME, ABOUT US, OUR PROJECTS, WAYS TO DONATE, SPF BOARD, SPF EVENTS CALENDAR, CONTACT), "Get Social!" (Facebook, Instagram, Twitter icons, a QR code for PayPal, and the text "Scan the QR Code to make a donation with PayPal"), and "Get involved!" (Contact information: (503) 364-8674, P.O. Box 5764, Salem, OR, 97304, email: info@salemparksfoundation.org). At the bottom, it states "Salem Parks Foundation is a 501(c) 3 Charitable Organization - EIN 93-1300126" and "Sitemap Copyright Salem Parks Foundation 2019 to present - All Rights Reserved".

A QR code on a website forces people to get out their phone to donate. Websites only need to showcase hyperlinks.

Make sure social media icons are up to date, and only highlight social media accounts that are kept up to date.

## Examples to follow

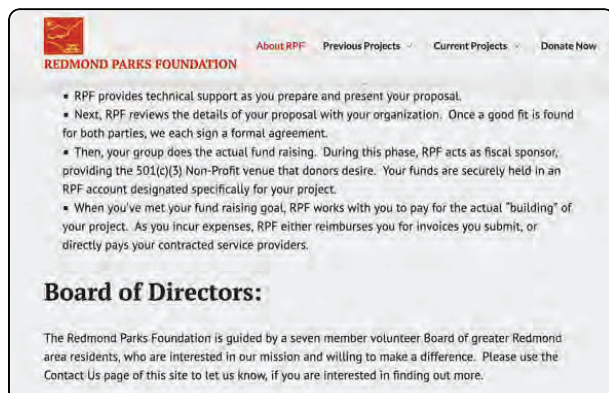


Ashland Parks Foundation has highlighted their current campaign to restore their historic fountain on their front page, along with a progress bar and a link to donate to the specific project. This is a useful visual tool to help donors see the progress they've made, as well as encourage new donors to be the one to finish funding the entire project!

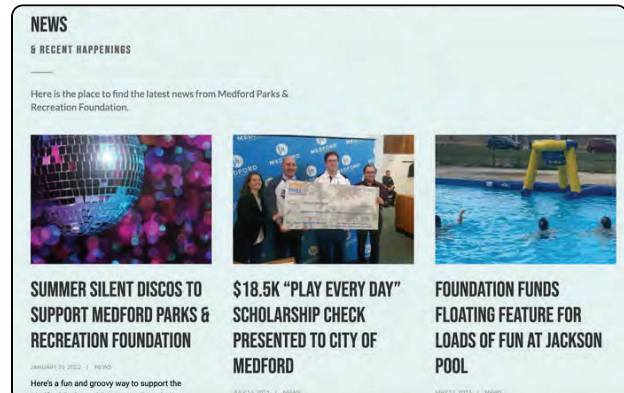


Astoria Parks Foundation has highlighted all their community partners at the bottom of their front page. This is an easy way to give advertising to these companies, show community support, and encourage more local businesses to offer their own support.

## Examples to avoid



Redmond Parks Foundation does not list the Board of Directors, limiting organizational transparency. Furthermore, without listing members, it makes it difficult for community members to reach out to individuals for more information, or for ways to engage with the mission.



Medford Parks Foundation does well to highlight press release articles on their front page, however all articles highlighted are 2-4 years old. Old articles should be highlighted in a separate tab to explain organizational activities, but the front page should be for the most relevant information.

**Tip:** The front page of an organization's website should focus on highlighting the most important, or attention-grabbing news.

**How:** Tabs can be a great way to allow interested parties to explore more, without burdening a more casual visitor.

# RECOMMENDATION

Website Homepage Mockup



**Salem Parks  
Foundation**

Rooted in the Past. Providing for the Future.

[Home](#) [About](#) [Projects](#) [Parks](#)

[DONATE](#)



Each Spring we offer grants to Salem's Neighborhood Associations for improvements to their local parks. If you have an idea for a park near you, contact your Neighborhood Association about applying for a Salem Parks Foundation grant. [Click here for grant application instructions and previous awardees.](#)

## We invite you to get involved!

*Currently accepting applications.*  
[Click here for Board Member Application.](#)

## Sign up for our newsletter!

[Read our past newsletters here.](#)

First Name

Last Name

Email Address

[Sign Up!](#)



Salem Parks Foundation is a 501(c)3 Charitable Organization - EIN 93-1300126

P.O. Box 5764  
Salem, OR 97304  
(503) 364-8674

info@salemparksfoundation.org



High Quality Image(s) of Salem Parks motivates individuals to visit the parks.



Newsletter signup on home page is a great way to encourage people to learn more about SPF!



Current high resolution icons for other brands convince viewers website is updated.

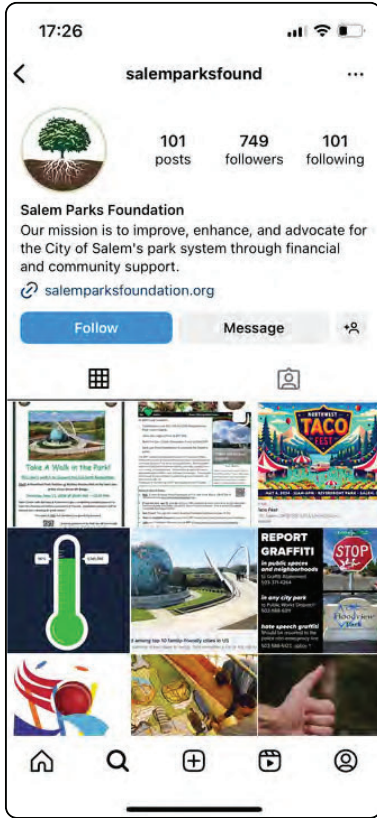


It is common practice to have contact information in the bottom banner instead of the top header.

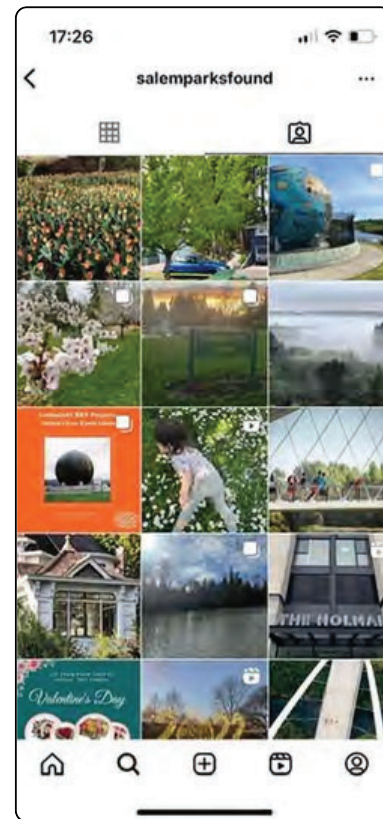
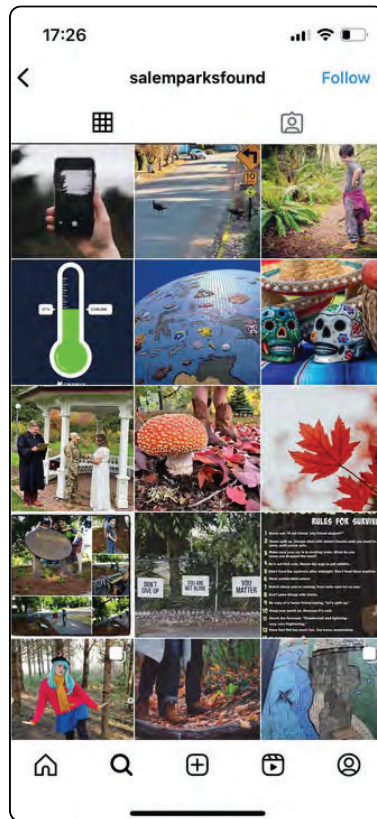


# INSTAGRAM

Good use of Bio section by incorporating SPF's mission.



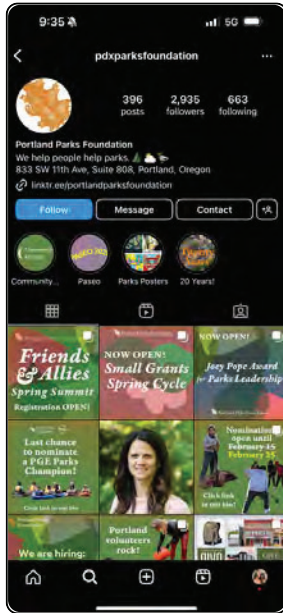
Link present to website in bio promotes cross-platform awareness, furthering SPF's reach.



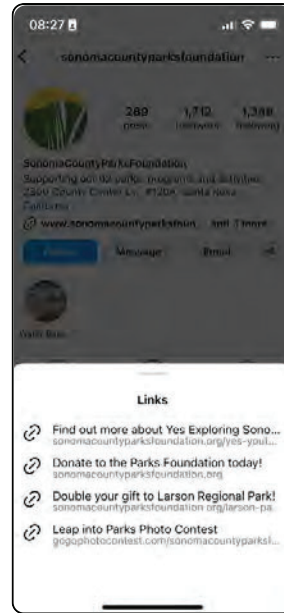
Tagged community members creates great opportunities for further community engagement.

Creating a coherent grid will help establish SPF's brand.

## Examples to follow

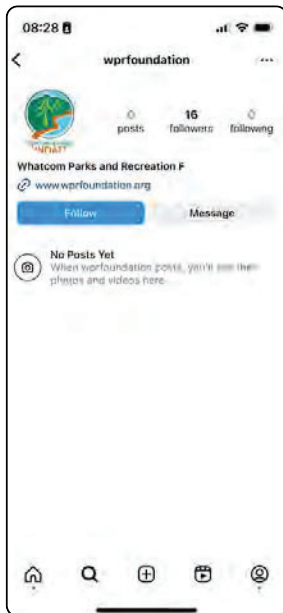


Portland Parks Foundation has a very cohesive brand identity. All posts reflect the same color, style, and font. The posts highlight activities, people, and grants, and reference the linktree in the bio should any followers be interested in more information.

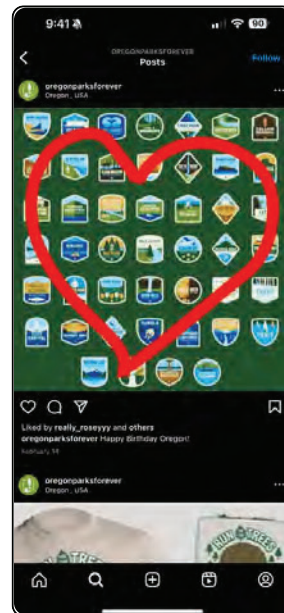


Sonoma County Parks Foundation has a list of links to various projects they support, both to donate and to find out more information. This is in addition to a pinned story, as well as options to message and email the Foundation directly.

## Examples to avoid



Whatcom Parks Foundation has a linked Instagram page, without any posts. It is better to have no social media account, than to have an empty social media account because it may appear as spam.



Oregon Parks Forever does not have a cohesive identity, and some posts end up looking unprofessional. Not everything needs to be a perfect graphic, however stock images can be an excellent solution if you are unsure of what to post.

**Tip:** Instagram is best used for visual content

**How:** Rather than make a lengthy post, or screenshot text, you can put a link in your bio to a news article or event invitation. Instagram can capture audience attention, but it is okay to send the audience elsewhere.

# RECOMMENDATION

## Eco-Globe Fundraiser

As an example of an effective social media post, we took a previous image created and updated it using Canva. While it retains the same ideas, the updated version ensures it can be shared across other platforms, and people can understand the purpose.



- Unclear what the project is from the graphic
- Colors do not match SPF branding
- No logo to indicate organization, should the graphic be shared

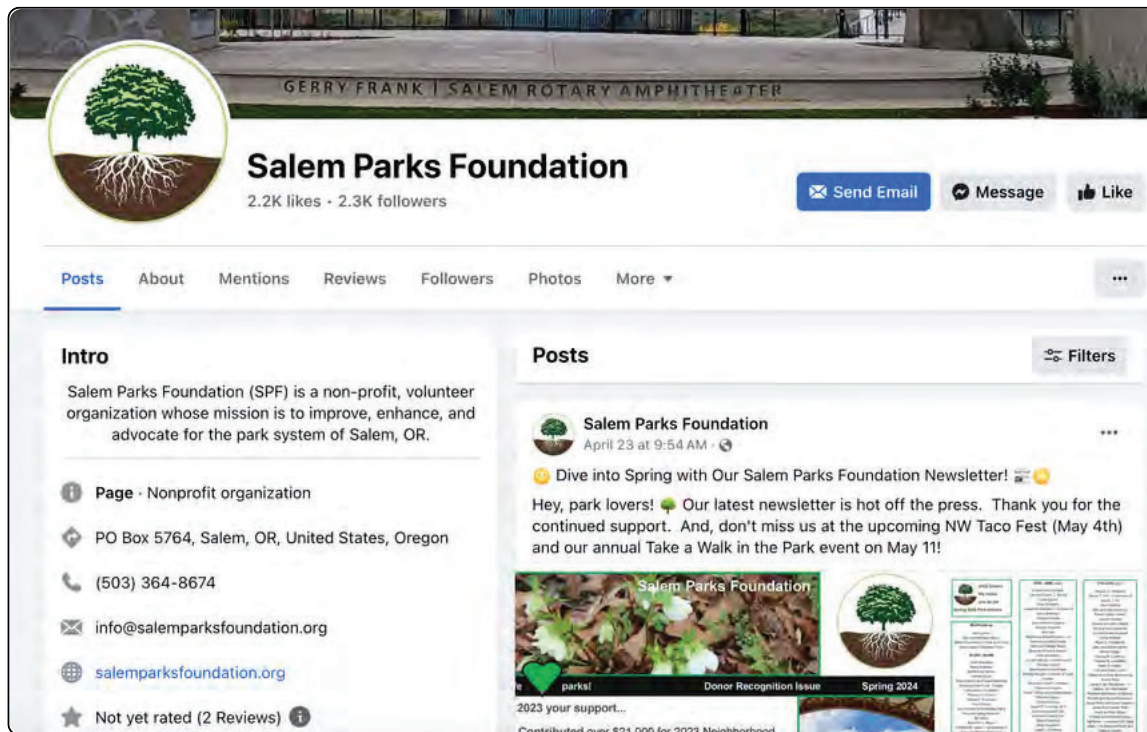


- Features brand colors
- Sans Serif used
- Font size increased
- Formatted to size of Facebook posts
- Reference to Eco- Earth Globe with the continental background
- SPF Logo added

# FACEBOOK



The banner does an excellent job of showcasing SPF's largest project. Make sure to change it for special events, however, such as annual fundraisers.



Reviews are from spam bots. Remove!

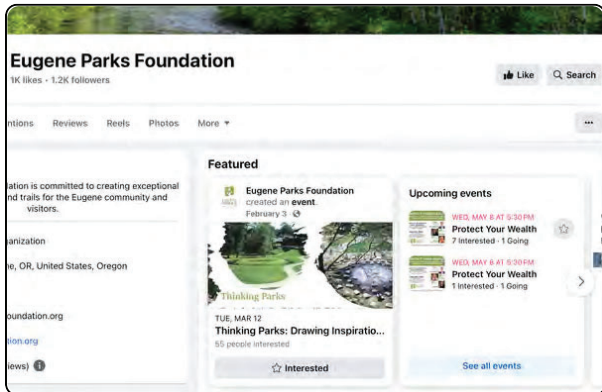


Excellent use of intro section, to feature the contact information and website for SPF.



Many graphics are re-posted flyers that feature too much text for social media. Focus on copy, and attractive photo or image, and then link to a webpage if needed.

## Examples to follow



Eugene Parks Foundation features upcoming and future events in the park, creating a helpful tool for park-goers. These events are also different, which allows a variety of people to engage in the parks.

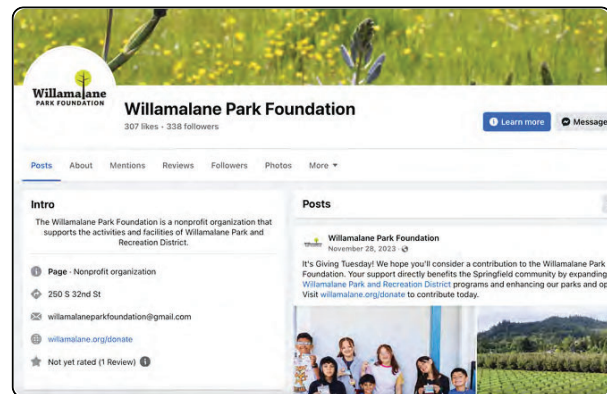


Panhandle Parks Foundation posts about the summer event schedule in a fun and exciting graphic. This post also tags another facebook page, which allows visitors to explore organizations that partner with the foundation, and builds a sense of community.

## Examples to avoid



Medford Parks & Recreation Foundation has featured a check it received 10 years ago as their Facebook header. This discourages visitors to the page, who may think that more recent donations have not occurred.



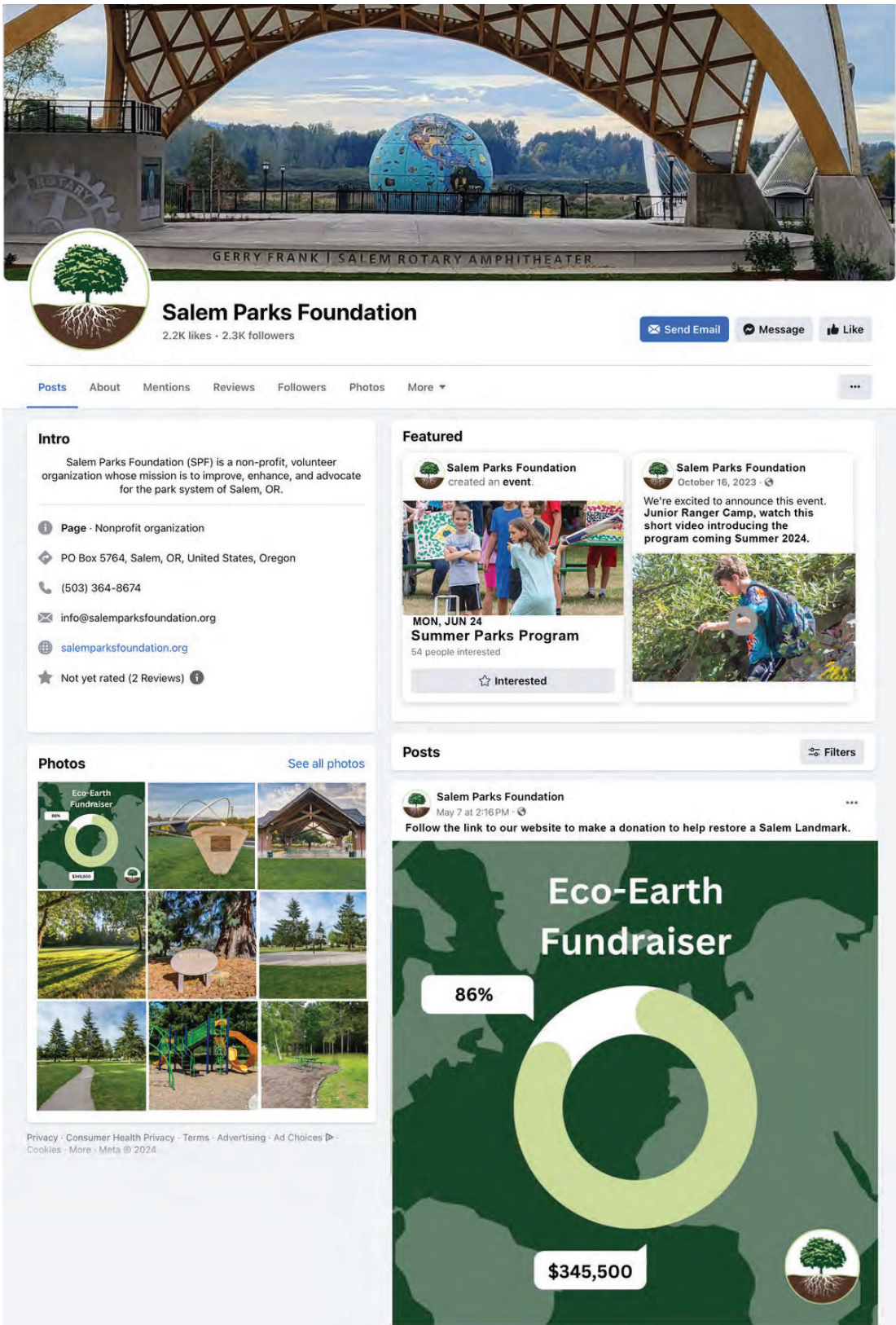
Willamalane Parks Foundation does not post frequently about activities. While organizations do not need to post daily, followers should receive frequent updates on their timeline to ensure that they do not forget about the organization.

**Tip:** Cater social media content to the audience and style of the platform. Facebook is great for creating groups and event pages, as well as tagging other organizations and businesses for any collaboration.

**How:** Anytime you plan an event, or work with anyone outside of SPF, make sure it's highlighted on your Facebook page.

# RECOMMENDATION

## Facebook Page Mockup



High Quality image of Salem Parks as header engages page visitor.

Utilizing the featured events section leads to increased community engagement in events.

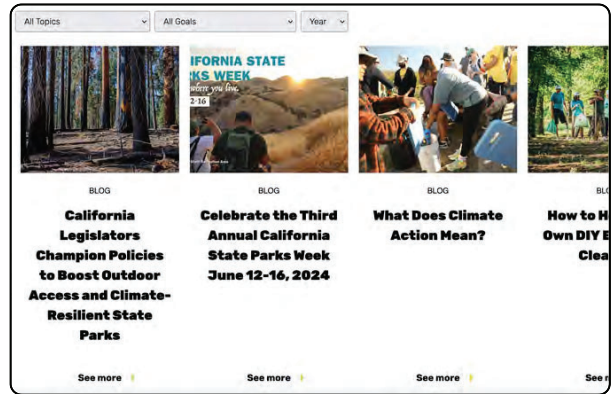
Encourage community members to share their photos of Salem Parks and tag SPF in their parks-related posts!

Example of simplified branded post for Eco-Earth Fundraiser.

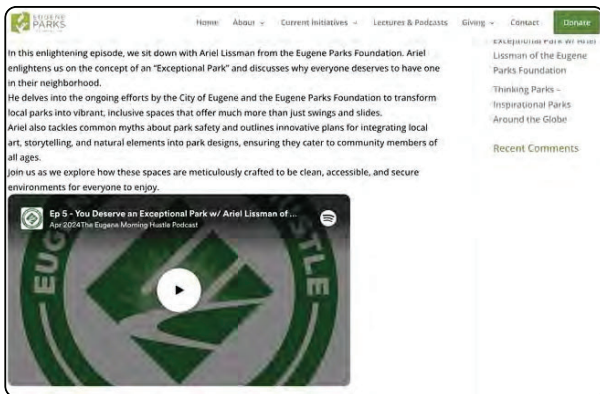
# OTHER



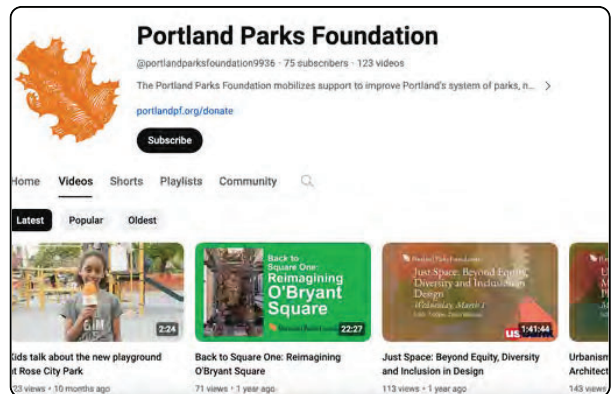
X, formerly known as Twitter, can be a great space to post short form updates, however it's only useful when used properly.



Some organizations organize a blog to discuss their activities and fundraising goals, to provide more information to website visitors.



Eugene Parks Foundation has entered into the space of podcasts on Spotify.



YouTube is a great place to host videos and underscore the brand identity of the organization.

**Tip:** Social Media exists for your ease, as well as the ease of any visitors.

**How:** If it is difficult for you to keep a page updated, it is better to delete the account than to have it inactive. Likewise, if you don't see much engagement on an account, it may not be the best fit for your audience.

# RECOMMENDATION

## Tools and Resources

To utilize what we have reviewed in this, we recommend using Canva. This online tool makes design easier with thousands of pre-made social media, brochure, and flyer templates. It also has the benefit of having a free Canva Premium Accounts to qualified nonprofits.

## Step 1: Learn How to Use It

To learn how to use Canva, please review the following website:

<https://www.canva.com/learn/how-to-canva-beginners-guide/>

This website contains the following videos:

- Opening Canva
- How to Create a Team, so that multiple people can collaborate
- Using and customizing templates
- Using and editing elements
  - Elements are items such as text boxes, shapes, graphs, and icons
- Uploading and using media, such as photos
- Saving and Organizing Documents

## Step 2: Apply for “Canva for Nonprofits”

This account will give you access to all of Canva’s premium templates, which will not require as much design experience. To review eligibility and apply, please visits: <https://www.canva.com/canva-for-nonprofits/>

- We have reviewed the requirements, and we believe SPF is eligible. All that is needed is a primary account, such as [info@salemparksfoundation.org](mailto:info@salemparksfoundation.org)

## Step 3: Review other accounts

You will see that many organizations use Canva templates to make designing easy and accesible. When you get a good idea for industry standards, you can feel comfortable making your own posts.

# TO DO LIST

## Review print materials

- Do they feature SPF contact information?
- What is the goal of the product? Can it be re-used?

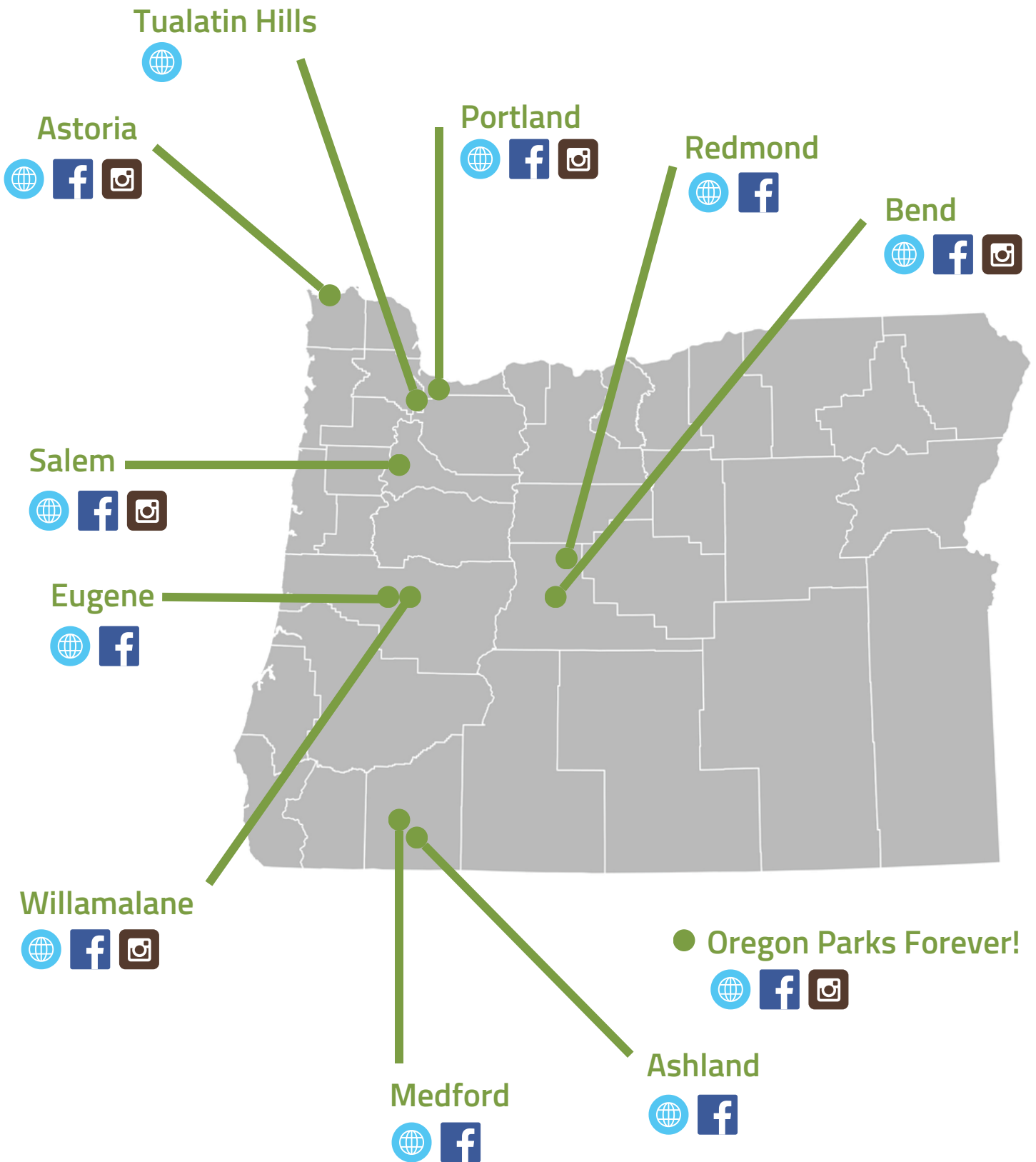
## Review website

- Is the front page easy to read?
- Is all information updated? Is any information missing?
- Is it easy for visitors to donate? Request information?  
Join the Board?

## Review Social Media

- Who are you following? Who could you be following?
- Do you have a cohesive brand identity?
- Are you posting at least once a month? Could you post more?
- What posts are the most popular? Could you post more?
- Do you have any links back to your website?

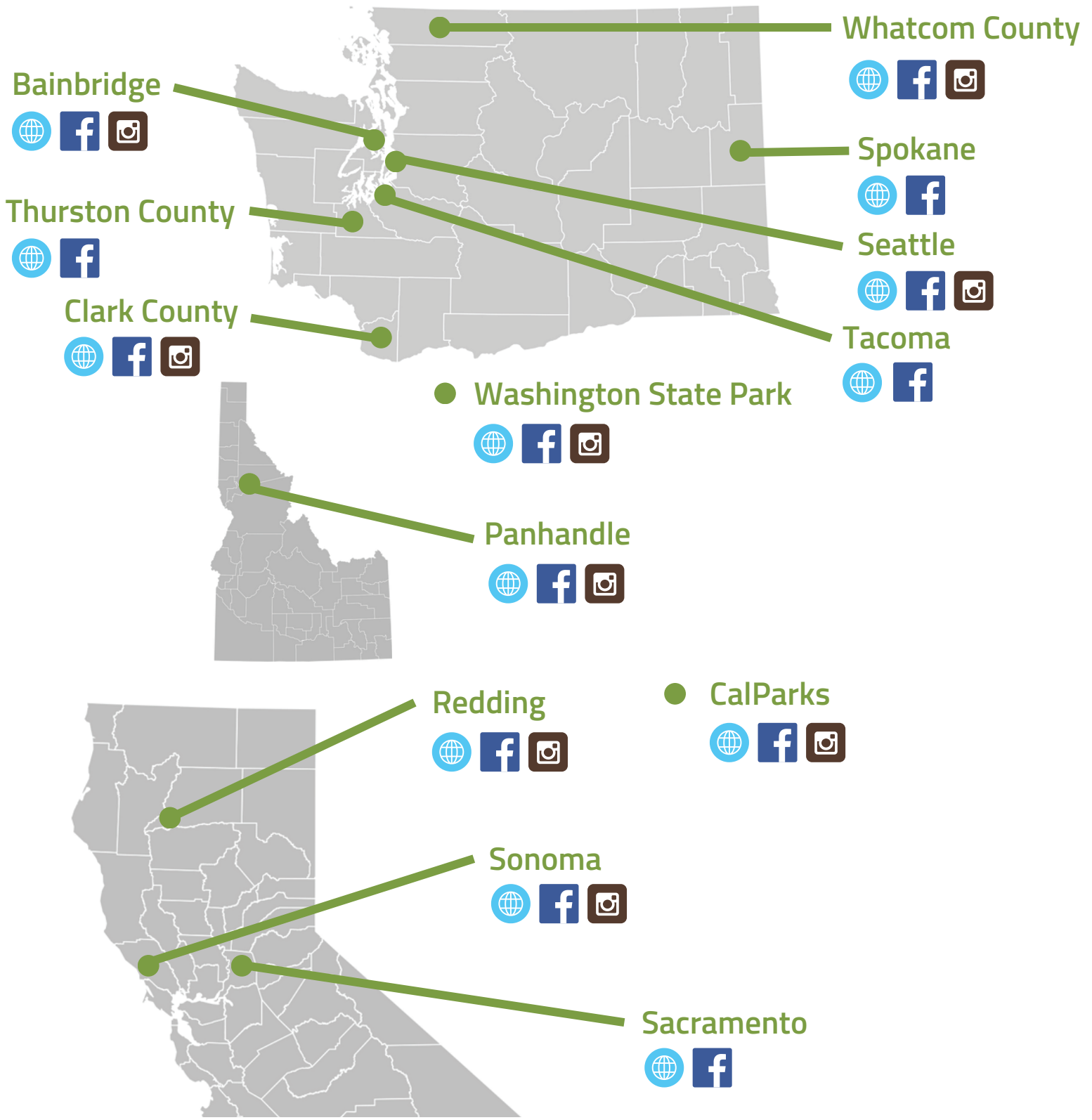
## Should anything else be reviewed?



# RESOURCE PAGE

*Oregon Park Foundations*

Tip! Click on each icon to go to the foundations' website, Facebook, or Instagram account!



# RESOURCE PAGE

## Other Park Foundations

Tip! Click on each icon to go to the foundations's website, Facebook, or Instagram account!

**BOARD MEMBERS:**

Carol Snyder  
Alan Alexander  
Dan Saucy  
Linda Bierly  
Ron Kelemen  
Gary Pederson  
Pat Norman  
Sunny Summers

**PRESENTERS:**

Parker Aguinaga  
Quinne Hauth  
Alexia Johnson  
Mariah Lopez  
Sian Dim Lun

**SPECIAL THANKS TO:**

Elena Fracchia  
Dyana Mason  
Salem Neighborhoods  
Bend Parks  
Eugene Parks  
Oregon Parks Forever  
City of Salem



**ROOTED IN THE PAST.  
PROVIDING FOR THE FUTURE.**

JUNE 4, 2024



**SALEM PARKS FOUNDATION**  
Rooted in the Past. Providing for the Future.

# LIST OF RESOURCES

## Oregon

### Ashland

- <https://ashlandparksfoundation.org/>
- FB: <https://www.facebook.com/AshlandParksFoundation/>

### Medford

- <https://www.medfordparksfoundation.org/>
- FB: <https://www.facebook.com/profile.php?id=100064666900354>

### Eugene

- <https://www.eugeneparksfoundation.org/>
- FB: <https://www.facebook.com/EugParksFound/>

### Willamalane

- <https://www.willamalane.org/participate/donate>
- FB : <https://www.facebook.com/willamalanefoundation>

### Salem

- <https://salemparksfoundation.org/>
- FB: <https://www.facebook.com/salemparksfoundation/?fref=ts>
- Insta: <https://www.instagram.com/salemparksfound/>

### Bend

- <https://www.bendparksandrec.org/about/foundation/>
- FB:
- <https://www.facebook.com/BendParkandRecreationDistrict/>
- Insta: <https://www.instagram.com/bendparks/?hl=en>

### Redmond

- <https://redmondparksfoundation.org/>

### Portland

- <https://www.portlandpf.org/>
- FB: <https://www.facebook.com/PortlandParksFoundation/>
- Insta: <https://www.instagram.com/pdxparksfoundation/>

### Astoria

- <https://astoriaparksfoundation.com/>
- FB: <https://www.facebook.com/AstoriaParkandRec/>

### Tualatin Hills Park Foundation

- <https://www.thpf.org/>

### Oregon Parks Forever

- <https://www.orparksforever.org/>
- FB: <https://www.facebook.com/oregonparksforever/>
- Insta: <https://www.instagram.com/oregonparksforever/?hl=en>

## California

### Redding

- <https://www.reddingparksfoundation.org/>
- FB : <https://www.facebook.com/reddingparksfoundation>
- Insta: <https://www.instagram.com/reddingparksntrails/>

### CalParks Foundation

- [https://www.parks.ca.gov/?page\\_id=25433](https://www.parks.ca.gov/?page_id=25433)
- FB: <https://www.facebook.com/calparks/>
- Insta: <https://www.instagram.com/calparks/?hl=en>

### Sacramento

- <https://www.sacparksfoundation.org/>

### Sonoma County

- <https://www.sonomacountyparksfoundation.org/>
- FB : <https://www.facebook.com/SonomaCountyParksFoundation>
- Insta: <https://www.instagram.com/SonomaCountyParksFoundation/>

## Idaho

### Panhandle Parks Foundation

- <https://panhandleparks.org/>
- FB : <https://www.facebook.com/PanhandleParksFoundation>
- Insta: <https://www.instagram.com/PanhandleParksFoundation/>

# LIST OF RESOURCES

## Washington

### Spokane

- <https://spokaneparksfoundation.org/>
- FB: <https://www.facebook.com/SpokaneParksFdn/>

### Tacoma

- <https://tacomaparksfoundation.org/>
- FB: <https://www.facebook.com/greatermetroparksfoundation>

### Seattle

- <https://www.seattleparksfoundation.org/>
- FB: <https://www.facebook.com/SeattleParksFoundation/>
- Insta: <https://www.instagram.com/seattleparksfoundation/>

### Bainbridge

- <https://biparksfoundation.org/>
- FB: <https://www.facebook.com/BainbridgelslandParksFoundation/>
- Insta: <https://www.instagram.com/biparkstrailsfoundation/>

### Whatcom

- <https://www.wprfoundation.org/>
- FB : <https://www.facebook.com/wprfoundation>
- Insta: <https://www.instagram.com/wprfoundation/?hl=en>

### Washington State Park Foundation

- <https://waparks.org/>
- FB : <https://www.facebook.com/WashingtonStateParks>
- Insta: [https://www.instagram.com/parks\\_wa/?hl=en](https://www.instagram.com/parks_wa/?hl=en)

### Thurston County

- <https://www.parcfoundation.org/>
- FB: <https://www.facebook.com/PARCFoundationThurstonCounty/>

### Clark County

- <https://parksforclark.org/>
- FB: <https://www.facebook.com/ParksforClark/>
- Insta: <https://www.instagram.com/parksforclark/>

|     |               |          |      |               |   |
|-----|---------------|----------|------|---------------|---|
|     |               |          |      |               | Society of Physicians for Wine & Health; Recently served on Task Force for Salem's Comprehensive Park System Master Plan  |
| Yes | Ron Keleman   | Director | 2020 | South Central | Retired: Board member of Salem Rotary (President 2008-09); Board member of Capital Manor Foundation; Founding Board member of Rotary District 5100 Disaster Relief Foundation |
| Yes | Sunny Summers | Director | 2020 | Northeast     | Senior Policy Advisor in the Director's Office at Oregon Department of Agriculture  |
| Yes | Pat Norman    | Director | 2016 | Southwest     | Retired: Board member of Salem Rotary (President 2008-09); Board member of Capital Manor Foundation; Founding Board member of Rotary District 5100 Disaster Relief Foundation |
| No  | Gary Pederson | Director | 2011 | South Central | Retired: Board member of Salem Rotary (President 2008-09); Board member of Capital Manor  |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
|  |  |  |  |  | Foundation;<br>Founding Board<br>member of<br>Rotary District<br>5100 Disaster<br>Relief<br>Foundation |
|--|--|--|--|--|--|

## Appendix 4: Interviewed Organization Profile

### **Salem Parks Foundation**

| Number on board | Term limits    | Founded        | Assets (2022) | Staff? | Instagram followers | Facebook followers |
|-----------------|----------------|----------------|---------------|--------|---------------------|--------------------|
| 8               | No term limit. | 2000, 23 years | \$191,833     | 0      | 756                 | 2,400              |

### **Description of Organization, Activities, History**

Mission: Salem Parks Foundation (SPF) is a non-profit, volunteer organization whose mission is to improve, enhance, and advocate for the park system of Salem, Oregon, through financial and community support SPF raises money for park improvements mainly through public donations and by applying for grants. SPF has no paid staff and very few overhead costs, so that most of the money raised can go to parks. Donors may designate that their gifts benefit specific parks and projects.

- Works with the community to fundraise for park projects such as playground equipment etc.
- Promotes awareness of the community value of parks
- Advocates for the adequate funding of parks by the City of Salem

Salem Parks Foundation is a dedicated organization for the community of Salem and their needs. SPF is committed to creating educational sports for local parks to benefit the surrounding areas. Salem Parks Foundation is committed to elevating the park experience while also working to make the parks around them safer, more accessible, cleaner and overall a place to find a safe space in.

### **Eugene Parks Foundation**

| Number on board                                       | Term limits                            | Founded            | Assets (2022) | Staff?                | Instagram followers | Facebook followers |
|---|--|--------------------|---------------|-----------------------|---------------------|--------------------|
| 12 board members<br>3 voting members<br>2 ex-officios | 4 years, maximum two consecutive terms | 2004, 20 years old | \$185,533     | 1, Executive Director | N/A                 | 1,200              |

### **Description of Organization, Activities, History**

Mission: The Eugene Parks Foundation is committed to creating exceptional parks, open spaces, and trails for the Eugene community and visitors.

Its primary programs in 2022 were as follows:

- Being a fiscal sponsor for various parks & recreation facilities
- Supplying funding to provide recreational programs administered by the city of Eugene

In our interview with one of the founding members of the Eugene Parks Foundation the importance of hiring paid staff was stressed, identifying other example parks foundations which followed a similar course and their corresponding success. A capital campaign consultant was identified as being helpful to recruit a base of high net worth individuals who would contribute to the capital project and the initial operating costs of the foundation.

**Bend Parks Foundation**

| Number on board | Term limits | Founded            | Assets (2022) | Staff? | Instagram followers | Facebook followers |
|-----------------|-------------|--------------------|---------------|--------|---------------------|--------------------|
| 6               | 3 years     | 2001, 23 years old | \$518,000     | 0      | 7,772               | 11,000             |

Description of Organization, Activities, History

While the Bend Parks Foundation does not employ any staff, it is directly supported by the Bend Parks and Recreation Department, and two staff members devote limited FTE to supporting Foundation activity and board meetings. The mission of the Bend Parks Foundation is to solicit, receive, administer, and disburse gifts, legacies, devises, and conveyances for the Bend Metro Park and Recreation District.

Its primary programs in 2023 were as follows:

- Support Park and Recreation programs
- Support Artists, installation, and maintenance for Art Place

In our interview with the Bend Park and Recreation Director, the Bend Parks Foundation Was shown to support the department financially in the pursuit of park programming such as the creation of pickleball courts or river surfing. These projects are more on-off campaigns as the result of specific donors, however Foundation funding is used to continually support these programs following the campaign’s conclusion.

**Oregon Parks Forever**

| Number on board | Term limits | Founded | Assets (2022) | Staff? | Instagram followers | Facebook followers |
|-----------------|-------------|---------|---------------|--------|---------------------|--------------------|
|-----------------|-------------|---------|---------------|--------|---------------------|--------------------|

|    |                                       |                |        |  |       |       |
|----|---------------------------------------|----------------|--------|--|-------|-------|
| 10 | 3 year terms, no limit on re-election | 1995, 29 years | \$1.1m | 4, one in office, the rest are virtual | 2,559 | 4,500 |
|----|---------------------------------------|----------------|--------|--|-------|-------|

Description of Organization, Activities, History

Mission: We support programs and projects that enhance the experience and increase opportunities for everyone to use Oregon’s parks and natural spaces.

Its primary programs in 2023 were as follows:

- Climate Resilience Fund
- Increasing Park Accessibility
- Providing Healthy Outdoor Activities
- Oregon Coast Hiker/Biker Camp Enhancement
- Educating the Future Stewards of Our Public Land

Oregon Parks Forever is a nonprofit in Portland that funds the creation and maintenance of parks and trails across the state of Oregon. One example of the foundation’s programs includes their TRACK Trails program. TRACK trails is a program that funds youth environmental scavenger hunts around 50 trails across the state of Oregon. Another program the foundation offers is called Ticket2Ride which funds field trips to local parks and trails for Oregonian 3rd - 5th graders. The foundation funds these programs through board focused fundraising efforts.

**Oregon Community Foundation**

| Number on board | Term limits | Founded        | Assets (2022) | Staff? | Instagram followers | Facebook followers |
|-----------------|-------------|----------------|---------------|--------|---------------------|--------------------|
| 15              | NA          | 1973, 51 years | \$2.6b        | 110    | 4,103               | 13,000             |

Description of Organization, Activities, History

Mission statement: To improve lives for all Oregonians through the power of philanthropy.

Its primary programs in 2022 were as follows:

- Administer charitable funds and make grants from those funds for purposes including:
  - Charitable
  - Educational
  - Scientific Purposes

The Oregon Community Foundation partners closely with donors to channel their passions and resources strategically, fostering enduring and transformative change. Guided by a commitment to Diversity, Equity, and Inclusion, OCF prioritizes the strategic distribution of community advised funds to diverse and underserved communities.

**Appendix 5: Breakdown of Salem Neighborhood Associations by Median Home Value, Population, Minority Population (red highlights survey responses)**

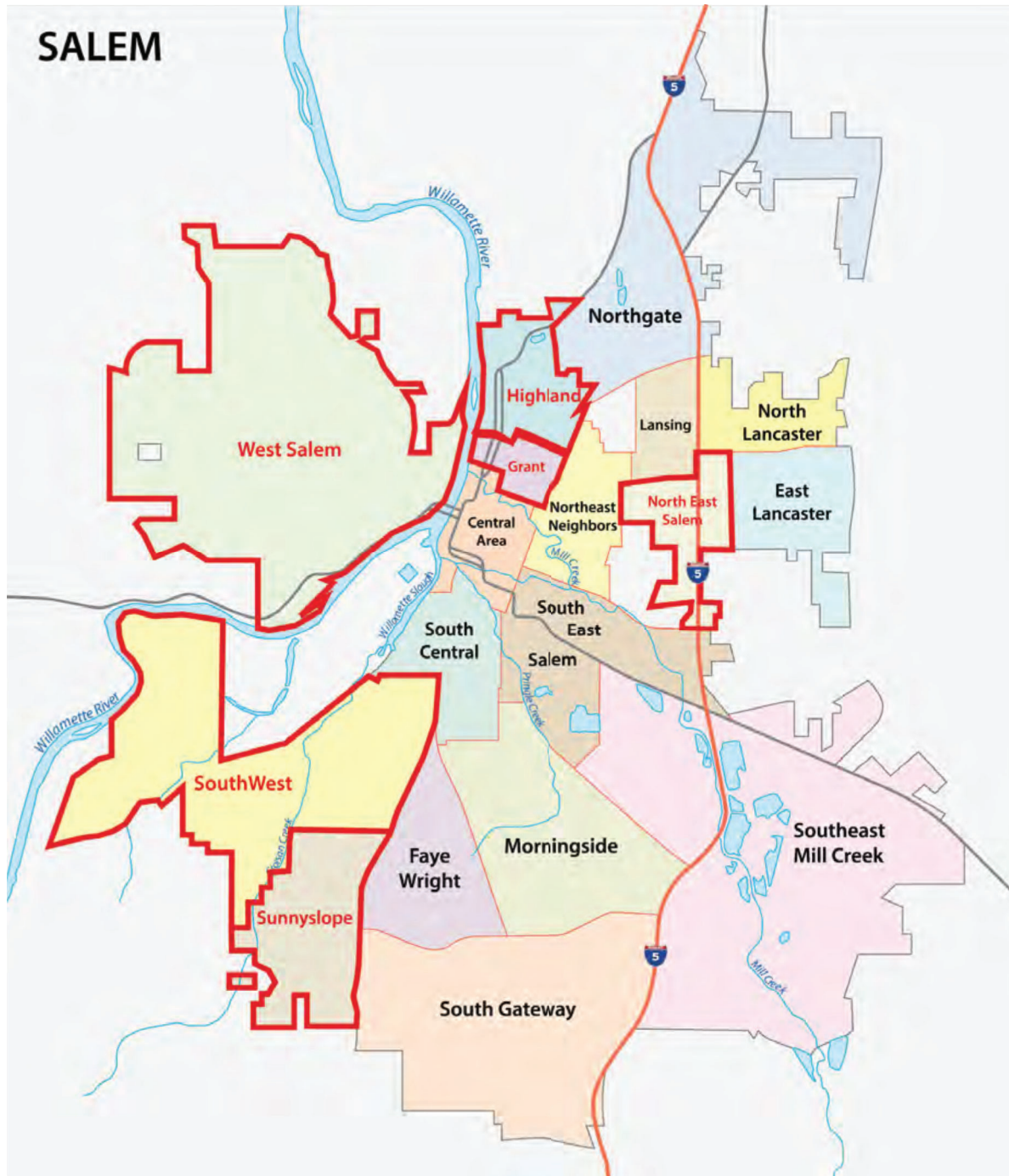
| Association   | Home Value* | Pop. (1000s)** | % of Pop.  | Minority Pop. (1000s)*** | % of Pop.  |
|---|-------------|----------------|------------|--------------------------|------------|
| Southeast Salem   | \$309k      | 5.7            | 4%         | 2.3                      | 40%        |
| Highland  | \$315k      | 5.8            | 4%         | 2.4                      | 41%        |
| South Central   | \$316k      | 5.7            | 4%         | 0.9                      | 17%        |
| North Lancaster   | \$325k      | 6.5            | 5%         | 3.8                      | 59%        |
| Central Area  | \$337k      | 2.3            | 2%         | 0.5                      | 21%        |
| Grant   | \$337k      | 2.6            | 2%         | 0.7                      | 29%        |
| East Lancaster  | \$347k      | 8.5            | 6%         | 4.5                      | 53%        |
| North East Salem  | \$355k      | 5.8            | 4%         | 2.4                      | 41%        |
| Northeast Neighbors                                     | \$355k      | 5.8            | 4%         | 3.0                      | 52%        |
| Faye Wright   | \$362k      | 9.6            | 7%         | 1.6                      | 16%        |
| Southeast Mill Creek                                    | \$395k      | 7.8            | 5%         | 3.2                      | 41%        |
| Sunnyslope  | \$435K      | 7.8            | 5%         | 1.1                      | 15%        |
| West Salem  | \$436K      | 23.6           | 16%        | 5.9                      | 25%        |
| Morningside   | \$443k      | 8.8            | 6%         | 2.0                      | 23%        |
| Northgate   | \$449k      | 12.2           | 8%         | 6.1                      | 50%        |
| South Gateway   | \$495k      | 17.7           | 12%        | 2.6                      | 14%        |
| Southwest   | \$545k      | 7.9            | 6%         | 0.9                      | 12%        |
| <b>Total represented by neighborhoods in this study</b> |             | <b>53.4</b>    | <b>37%</b> | <b>13.5</b>              | <b>31%</b> |

\* Data collected from RedFin

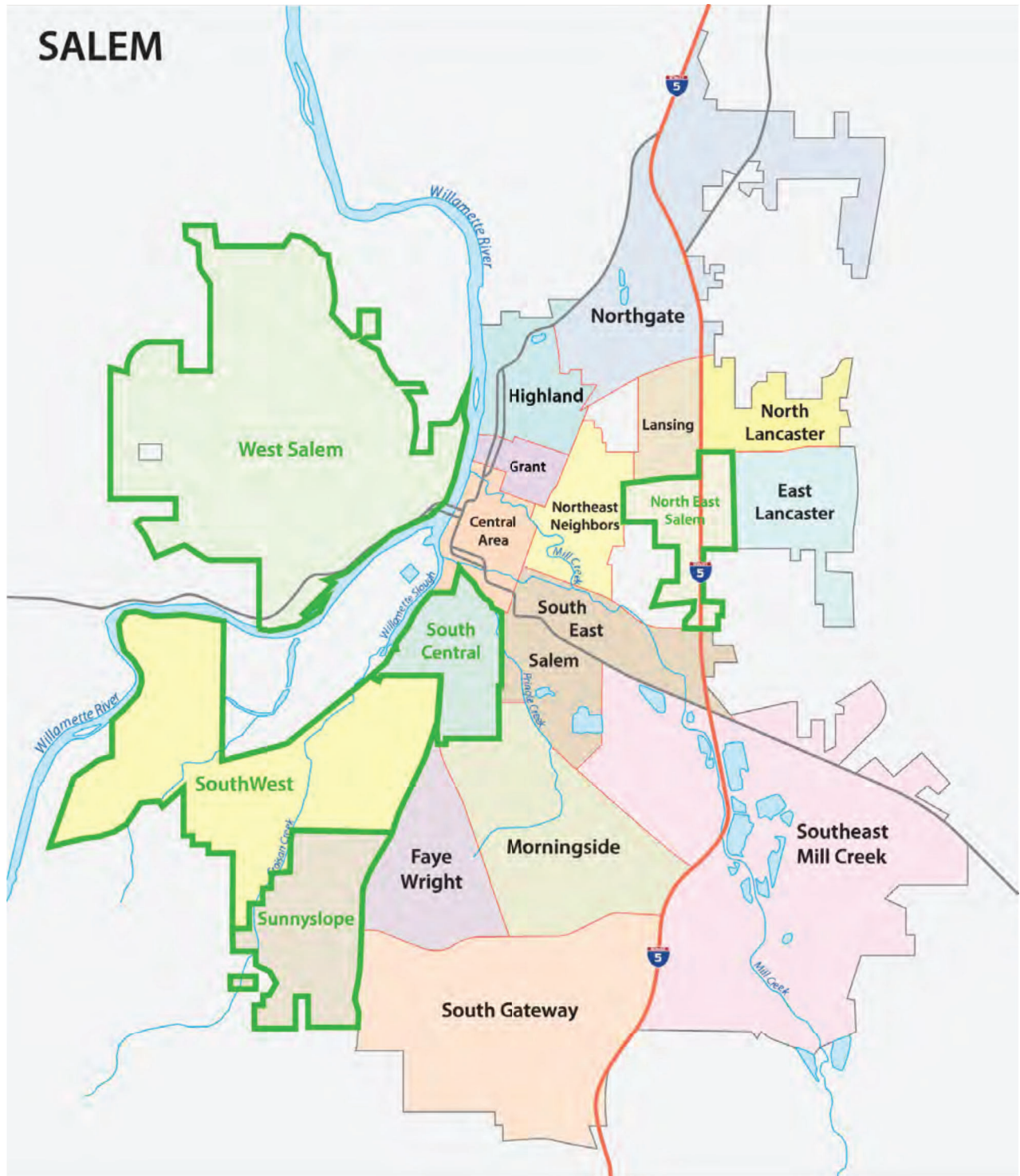
\*\* Data collected from US Census, 2020

\*\*\* Data collected from US Census, 2020

**Appendix 6: Geographic Breakdown of Salem Neighborhood Associations by survey response**



**Appendix 7: Geographic Breakdown of Salem Neighborhood Associations by SPF member presence (highlighted in green)**



## **Appendix 8: Example Board Position Descriptions**

### **Example Job Description for Salem Parks Foundation Board Members**

**(Example) Commitment:** 3 year term, 2 consecutive terms maximum

**(Example) Time Required:** 8-20 hours per month

**(Example) General Description:** The Board of Directors are legally and ethically responsible for all activities of the Salem Parks Foundation. Board members must be current members of the Salem Parks Foundation to participate in meetings and must serve on at least one board committee.

**(Example) Major Job Elements:**

- Advance the mission of the Salem Parks Foundation.
- Ensure that the Board is carrying out its legal and fiduciary responsibilities.
- Prepare for, attend and actively participate in board and assigned committee meetings.
- Coordinate fundraising activities to raise sufficient funds to ensure that the organization can meet its objectives.
- Participating in recruitment, selection and development of board members

**(Example) Other Job Elements - Governance:**

- Regularly review the mission statement, vision statement, core values and strategic plan of the organization and the performance in achieving them.
- Ensuring that Board committees are working on tasks that meet the organization's goals and objectives by approving Board committee work plans to meet mission, vision, core values and organization goals.
- Periodically conduct self review of Board performance (including its composition, organization, and responsibilities) and take steps to improve its performance.
- Appoint people to board committees, including board members and volunteers.
- Ensure that leadership succession is properly planned.

**(Example) Other Job Elements - Financial Management:**

- Adopt and monitor the annual budget
- Ensure that SPF's financial structure and funding plans will adequately support its current needs and long-range strategy.
- Ensure that the Board, its committees, members, donors, and the public are informed of the financial condition of the organization and its operations through internal and published reports, or other appropriate methods.

- Authorizing and approving an annual audit or financial review.

**(Example) Other Job Elements - Individual Responsibilities:**

- Understand and promote the organization’s mission, vision and core values.
- Be familiar with the organization’s programs, policies, and operations.
- Ensure legal and ethical integrity, and maintain accountability and transparency to members, funders, donors, other constituents and the general public.
- Provide candid and constructive advice, comments and criticism. Ask timely and substantive questions at board and committee meetings consistent with conscience and conviction, while supporting the majority decision on issues decided by the board.
- Attend all required trainings
- Make an annual contribution to the organization commensurate with ability
- Participate in organization activities and special events
- Keep current on issues that affect museums and historical organizations
- Strictly adhere to conflict of interest policies and confidentiality policies

**Example Job Description for Board President**

**(Example) Commitment:** 1 year term, 3 consecutive terms maximum

**(Example) Time Required:** 8-16 hours per month

**(Example) Reports to:** Board of Directors

**(Example) General Description:** The Board President serves as a representation of the Board of Directors. The Board President acts as a link between the organization and the community, serving to explain the organization to the public, helping to involve new people in the program, and rallying support. The Board President also oversees the organization in a functional way, guiding and facilitating the working relationships within the organization. Due to the duties of the Board President they are exempt from serving on a committee, but not prohibited.

**(Example) Major Job Elements:**

- Understands and articulates the organization’s mission, vision and core values.
- Chairs board and executive committee meetings.
- Ensures Board Directors are aware of and on schedule for completion of annual work plan.
- Speaks publicly and to the media on behalf of the organization when necessary.
- Advocates on behalf of the organization with the City of Salem’s government.
- Takes a major role in fundraising for the organization.
- Leads the planning process and keeps the goal the board has set as benchmarks of progress for the board.

- Makes sure new board members are oriented to the organization.
- Calls special meetings when necessary.

### **Example Job Description for Board Vice-President**

**(Example) Commitment:** 1 year term, 3 consecutive terms maximum

**(Example) Time Required:** 4-8 hours per month above and beyond that of a regular board member.

**(Example) Reports to:** Board President

**(Example) General Description:** The Vice President’s role is that of support for the Board President. The Vice President shares the Board President’s responsibilities as delegated by the Board President, working in whatever capacities the Board President and Vice President deem to be the most beneficial to the organization. Additional capacities, beyond those listed below, should be written up in the form of a temporary job description on a year by year basis. The Vice President performs the duties of the Board President when the Board President is unable to do so.

**(Example) Major Job Elements:**

- Serves on the Executive Committee
- Acts as support for the Board President for all Board meetings
- Determined each year

**(Example) Other Job Elements:**

- Determined each year

### **Example Job Description for Board Secretary**

**(Example) Commitment:** 1 year term, 3 consecutive terms maximum

**(Example) Time Required:** 4-8 hours per month above and beyond that of a regular board member.

**(Example) Reports to:** Board President

**(Example) General Description:** The Secretary serves as the primary record keeper of the organization. The Secretary is responsible for transcribing the minutes at each board meeting and preparing an “official” copy for approval by the board of directors.

**(Example) Major Job Elements:**

- Prepare minutes of board meetings, including attendance, motions, discussion summary, votes and decisions.
- Prepares minutes of the Annual Membership meeting according to state law.

- Prepares minutes from executive committee meetings.
- Serves on the executive committee
- Ensures there are updated onboarding materials for new board members.
- Ensure there is a current list of board members and their contact information.
- Ensures documents are available for members if they request them, as allowed by law.

### **Example Job Description for Board Treasurer**

**(Example) Commitment:** 1 year term, 3 consecutive terms maximum

**(Example) Time Required:** 4-8 hours per month above and beyond that of a regular board member.

**(Example) Reports to:** Board President

**(Example) General Description:** The Treasurer is responsible for fiscally monitoring the organization. This includes ensuring all financial records are up to date. The Treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner according to policies and procedures adopted by the Board.

**(Example) Major Job Elements:**

- Ensuring the timely payment of any organizational debts incurred, including all taxes due, according to procedures adopted by the Board.
- Provide a verbal report to the Board, on a schedule requested by the board, on the organization's financial position and answer Board questions.
- Ensure that all financial books and records are in an auditable format, according to standard accounting practices.
- Serve as Chair of the Finance Committee.
- Ensures that a complete set of financial records for the organization is maintained in the office.
- Provide financial information on request by the Board.

## **Appendix 9: Interview Questions, SPF Members**

### **Interview Guide for Past and Present Board Members**

Lead Interviewer: Thank you for meeting with us! Before we get started, we are asked to provide a transcript of this interview, do you mind if we record? [NON-INTERVIEWER RECORDS]

We'll start by introducing ourselves. [EACH RESEARCHER INTRODUCES THEMSELVES].

For context, we are conducting interviews with present and past board members for the Salem Parks Foundation as a part of a nonprofit consultancy course at the University of Oregon. This project is a result of conversations between current Board Members, and their desire to revitalize community investment in the foundation, specifically through board and volunteer recruitment and retention strategies. We expect this interview to take about 20 minutes.

Any questions before we get started?

1. We would like to start our discussion by asking you to tell us about your background. What brought you to the Salem Parks Foundation?
2. Can you tell us a little bit about your role and responsibilities on the Board of the Salem Parks Foundation?
3. In your opinion, what does the Salem Parks Foundation Board does well?
4. What skills/trainings would be the most helpful to ensure everyone at the Salem Parks Foundation has the tools to sit on the Board?
  - a. (Examples include: Grant writing, Social Media and Internet, Community organizing, Recruitment, Strategic Planning)
5. Have you been or are you currently on the board of other nonprofits?
  - a. (If yes) Was your experience similar to that of the Salem Parks Foundation?
6. We're currently scheduled to meet with every current board member of the Salem Parks Foundation. Is there anyone else that you recommend we speak to?
  - a. (If yes) Could you facilitate making that connection?
7. Is there anything else you would like to tell us?

## Appendix 10: Interview Questions, Other Organizations

### **Interview Guide for Executive Directors and Board Presidents of Park Foundations**

Lead Interviewer: Thank you for meeting with us, we'll start by introducing ourselves. [EACH RESEARCHER INTRODUCES THEMSELVES].

For context, we are conducting interviews with present and past board members for the Salem Parks Foundation as a part of a nonprofit consultancy course at the University of Oregon. This project is a result of conversations between current Board Members, and their desire to revitalize community investment in the foundation, specifically through board and volunteer recruitment and retention strategies. We expect this interview to take about 20 minutes.

Before we get started, we are asked to provide a transcript of this interview, do you mind if we record? [NON-INTERVIEWER RECORDS]

Now that we're recording...

1. We would like to start our discussion by asking you to tell us about your background. What brought you to [Organization]?
2. Can you tell us a little bit about your role at [organization]?
3. Can you tell us a little bit about how your organization's board operates?
  - a. (Such as size, term limit, working relationship with any staff)
4. What do you believe your board does well?
5. Does your board struggle in any areas?
  - a. (Such as recruitment, fundraising, power sharing)
6. Do you have any advice for a board that is struggling to recruit new members?
7. Is there anyone else that you recommend we speak to?
  - a. (If yes) Could you facilitate making that connection?
8. Is there anything else you would like to tell us?

## Appendix 11: Interview Questions, City of Salem

### **Interview Guide for City of Salem**

Before we get started, we are asked to provide a transcript of this interview, do you mind if we record? [NON-INTERVIEWER RECORDS]

Lead Interviewer: Thank you for meeting with us, we'll start by introducing ourselves. [EACH RESEARCHER INTRODUCES THEMSELVES].

For context, we are conducting interviews with present and past board members for the Salem Parks Foundation as a part of a nonprofit consultancy course at the University of Oregon. This project is a result of conversations between current Board Members, and their desire to revitalize community investment in the foundation, specifically through board and volunteer recruitment and retention strategies. We expect this interview to take about 20 minutes.

Now that we're recording...

1. We would like to start our discussion by asking you to tell us about your background. What brought you to your work in government?
2. Can you tell us a little bit about your role in the City of Salem?
3. Can you tell us a little bit about how you liaise with staff, and how this connects with the Salem Parks Foundation?
4. What do you believe they do well?
5. What changes would you like to see, insofar as they pertain to your position and office?
6. Do you have any perspective on how city budget cuts will relate to the Salem Parks Foundation?
7. Is there anyone else that you recommend we speak to?
  - a. (If yes) Could you facilitate making that connection?
  - b. Do you have any way to connect us more with Neighborhood Association Chairs or, if they have one, their parks' liaisons?
8. Is there anything else you would like to tell us?

## Appendix 12: Survey Questions, Salem Neighborhood Associations

We are reaching out on behalf of the University of Oregon the City of Salem to assess the relationship between nonprofits, parks, and neighborhood associations in Salem, particularly in relation to the [Salem Parks Foundation](#). The results of this research project will help promote community opportunities for Salem neighborhoods, as well as promote investment in local parks.

The survey below should take 3-5 minutes to complete, and will ask you a few questions about you, and your involvement with the Salem Parks Foundation and other nonprofits or foundations. If you have any questions about this research, please do not hesitate to reach out, as we'd love to discuss our work.

[https://oregon.qualtrics.com/jfe/form/SV\\_2gBZ3dMHZep9k7c](https://oregon.qualtrics.com/jfe/form/SV_2gBZ3dMHZep9k7c)

1. What neighborhood association are you a part of?  
(Fill in)
2. How long have you been a part of this neighborhood?
  - a. Less than a year
  - b. 1-3 years
  - c. 3-5 years
  - d. 5-10 years
  - e. 10-20 years
  - f. More than 20 years
3. Have you heard of the Salem Parks Foundations
  - a. No
  - b. Yes
4. (If yes to Q3) How did you hear about the Salem Parks Foundation?
  - a. Social Media
  - b. Community Newsletter
  - c. Board Members
  - d. They visited a neighborhood association meeting
  - e. At a park
  - f. Other (Fill in)
5. (If yes to Q3) Has your neighborhood association received funds from the Salem Parks Foundation?
  - a. Monthly
  - b. Yearly
  - c. Never
  - d. Other (Fill in)
6. (If yes to Q3) How often are you in direct contact with the Salem Parks Foundation?
7. Is your neighborhood association in contact with any community-focused nonprofit, charity, or foundation?
  - a. Yes
  - b. No
  - c. I don't know
8. (If yes to Q7) What organizations?
  - a. Fill in
9. (If yes to Q7) How did you work with these organizations?

- a. Fill in
- 10. If you are willing to share, what has your experience been with the Salem Parks Foundation? This could also be a space to share any other thoughts.
- a. Fill in

We thank you for your time spent taking this survey. Your response has been recorded.

## Appendix 13: Bend Parks and Recreation Fundraising Plan

### **BPR Foundation Fundraising**

Initiative Fall 2023 update

#### **Objectives:**

1. Increase community awareness of the steadily growing need in our community for financial support with recreation program fees, especially with childcare and other core programs.
2. Cultivate relationships with current donors and expand donor base.

#### **Goal:**

Raise an additional \$20,000 annually to support recreation scholarships (beginning FY 2023-24)

### **2023**

#### Strategies

- Send year-end appeal letter.
- Send personalized thank you notes as follow-up for donations.
- Raise awareness with earned media coverage about the foundation and role in supporting recreation scholarships.
- Grow foundation board to support fundraising efforts and define roles among board members.

#### Actions

1. Foundation board members, staff and district board members each contribute 10 names to add to the mailing list for year-end appeal letter. Share list with Kim by November 3<sup>rd</sup>. **(staff with board input)**
2. Gather list of BPRD vendors/suppliers to include in annual appeal. **(staff with board support)**
3. Develop article to be published in BPRD fall Playbook magazine article, BPR Foundation web pages and annual appeal letter. **(staff with board input)**
4. Recruit 1-2 new board members who have interest in supporting fundraising activities **(board and staff)**

### **2024**

#### Strategies

- Continue strategies and actions from 2023.
- Participate in community fundraising opportunities **(board with staff support)**
- Meet with community members identified by board or staff as potential donors and/or legacy gift contributors. Opportunity to coincide with Don Horton's retirement.
- Consider holding a donor appreciation gathering.

## Actions

1. Hold 3-6 individual meetings with identified potential donors. **(board with staff support)**
2. Seek out, secure and participate in 2-3 community partner fundraising opportunities. **(board with staff support)**
3. Coordinate and hold donor event if relevant – spring/summer 2024. **(board with staff support)**
4. Continue communication efforts to grow awareness about recreation scholarship fund allocations and BPR Foundation funding support. **(staff with board input)**

## 2025

### Strategies

- Continue strategies and actions from 2023 and 2024.
- Explore grant opportunities.
- Research donor management software if needed to support donor base growth.
- Formalize and promote planned giving opportunities with communications campaign.

## Actions

1. Hold 3-6 individual meetings with identified potential donors. **(board with staff support)**
2. Seek out, secure and participate in 2-3 community partner fundraising opportunities. **(board with staff support)**
3. Coordinate and hold donor event if relevant – spring/summer 2025. **(board with staff support)**
4. Pursue one (1) grant opportunity. **(board will research opportunities; staff support with application as appropriate)**
5. Research donor information management system options and select/implement if relevant for current needs. **(staff with board input)**
6. Seek consultation about planned giving efforts to develop a growth plan and communications materials to support a campaign. **(board with staff support)**

## **Appendix 14: Board Meeting Agenda Template**

<https://meetingnotes.com/templates/board-meeting>

Salem Parks Foundation: Board of Directors Meeting Agenda

Date: [Insert Date]

Time: [Insert Time]

Location: [Insert Location]

Salem Parks Foundation is a non-profit volunteer organization whose mission is to improve, enhance, and advocate for the park system of Salem, Oregon, through financial and community support. The Salem Parks Foundation's advocacy and support of Salem's park system shall include, but not be limited to:

- Financial support for the enhancement of Salem's park system through bequests, fundraising, grants, and the creation of an endowment to support said enhancements.
- Ownership, development and/or preservation of property designated for park development, historic gardens or monuments, arboretums, significant natural resource areas or other property that the Board may deem appropriate.

1. Call to Order (time)

- Welcome and Opening Remarks by Board President
- Roll Call to Confirm Quorum

2. Approval of Minutes (time)

- Review and Approval of Minutes from the Previous Meeting

3. Meeting Agenda Review (time)

- Review of Current Meeting Agenda for Completeness and Accuracy

4. Reports (time)

- Financial Report by the Treasurer
- Committee Reports (if applicable)
- Any Other Crucial Reports or updates

5. Unfinished Business (time)

- Discussion and Resolution of Pending Items from Previous Meetings

6. New Business (time)

- Discussion and Decision-Making on New Agenda Items
- Presentation of Outstanding Proposals or Recommendations

7. Strategic Planning (time)

- Review of the Foundation's Strategic Goals
- Discussion on Alignment with Long-term Objectives and Vision

8. Governance Matters (time)

- Discussion on Governance Policies and Procedures
- Updates on Any Outstanding Governance Issues

9. Legal and Compliance (time)
- Discussion on Legal Compliance Issues
  - Updates on Any Legal Matters Affecting the Foundation
10. Announcements and Other Business (time)
- Open Floor for Any Outstanding Announcements or Miscellaneous Business
11. Professional Development Topic (time)
- One member presents on an assigned topic (Fundraising, Design, Grants) and invites others to participate
12. Next Meeting Date (time)
- Determination of Date, Time, and Location for the Next Board Meeting
13. Adjournment (time)
- Formal Closure of the Meeting by the Board President

Note:

- Please come prepared with any relevant documents or materials related to agenda items.
- Any additional agenda items should be communicated in advance to the Secretary for inclusion in the agenda.
- The meeting will conclude at the scheduled time to respect the time commitments of all participants.

**Appendix 15: City of Salem and Urban Renewal Agency FY 2025 Budget Committee Meeting**



1

CITY OF Salem AT YOUR SERVICE

City of Salem and Urban Renewal Agency  
FY 2025 Budget Committee Meeting

April 17, 2024

2

2

# Budget Overview - Annual Cycle

## Strategic Plan

- Mission, vision, and values
- Defines expectations
- Policy priorities
- Frames policy direction

## Policy Agenda

- Annual work plan
- Informs the budget, resource alignment



3

## City of Salem – Fund Summary



- Internal Services Fund**
  - Fleet Services
  - Radio Services
  - Telecommunications
  - Self-Insured Benefits
  - Self-Insured Risk
- Enterprise Funds**
  - Utility Fund (water, wastewater, stormwater)
  - 9-1-1 Call Center
  - Emergency Medical Services (ambulance transport)
  - Regional Records

### Other

- Trust and Agency – funds held for a specific purpose or for another agency
- Debt – debt revenue (property taxes and internal charges) and payments
- Construction – All construction projects over \$50,000 (including bond projects)

### Special Revenue Funds

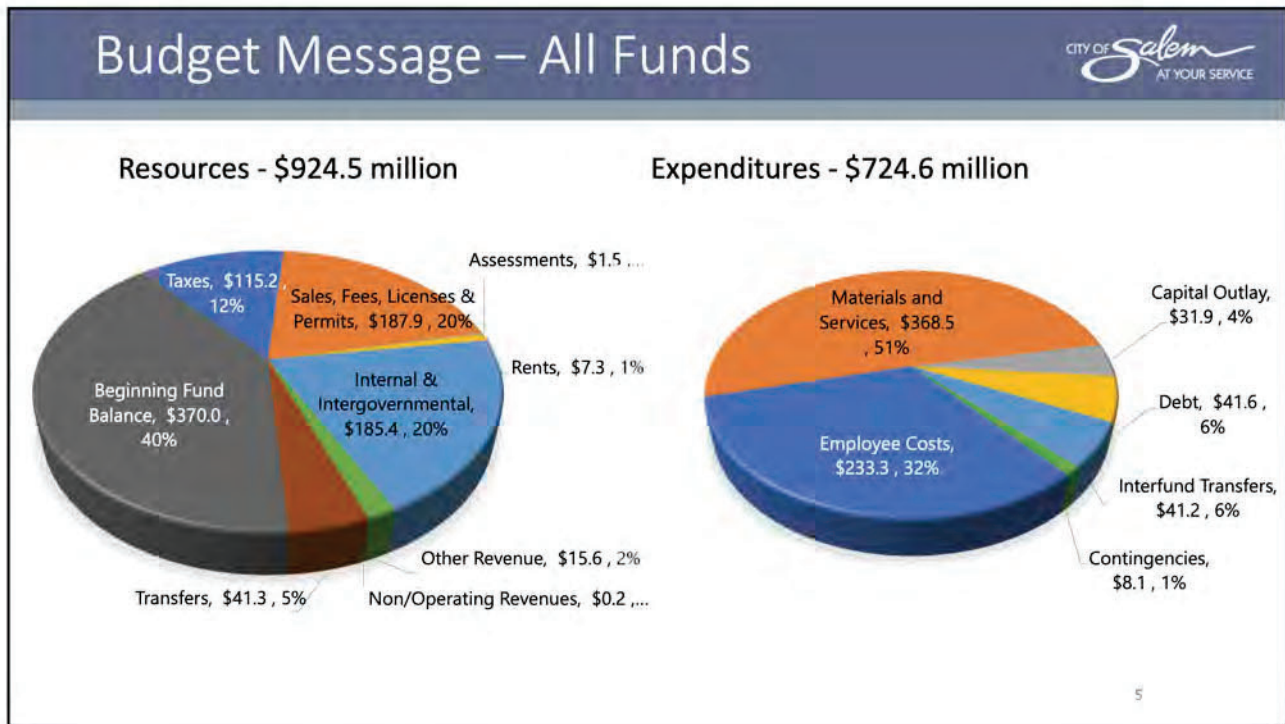
- Airport
- Transportation (street maintenance)
- Cultural and Tourism
- Downtown Parking
- Leasehold
- Building and Safety

### General Fund

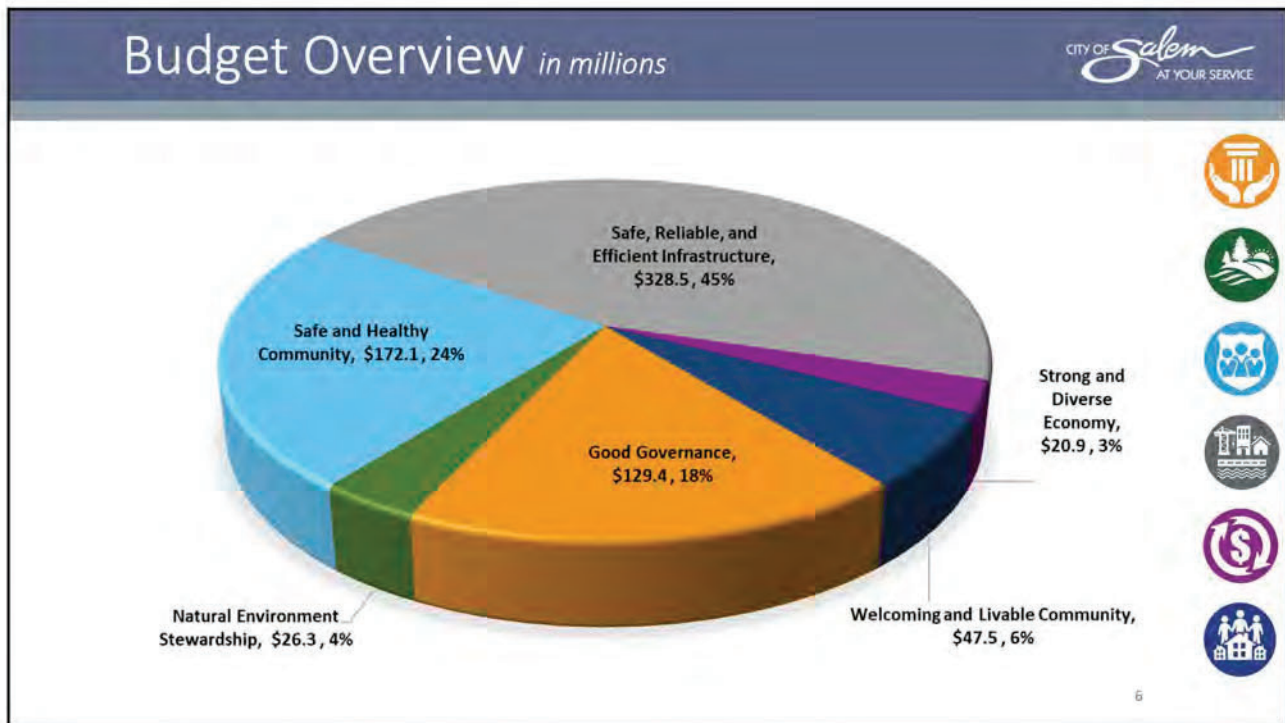
- Police Department
- Fire Department
- Municipal Court
- Compliance Services
- Community Services, including the Library and Parks and Recreation
- Community Planning and Development Services
- Support Services (HR, IT, Finance, etc.)

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4



5



6

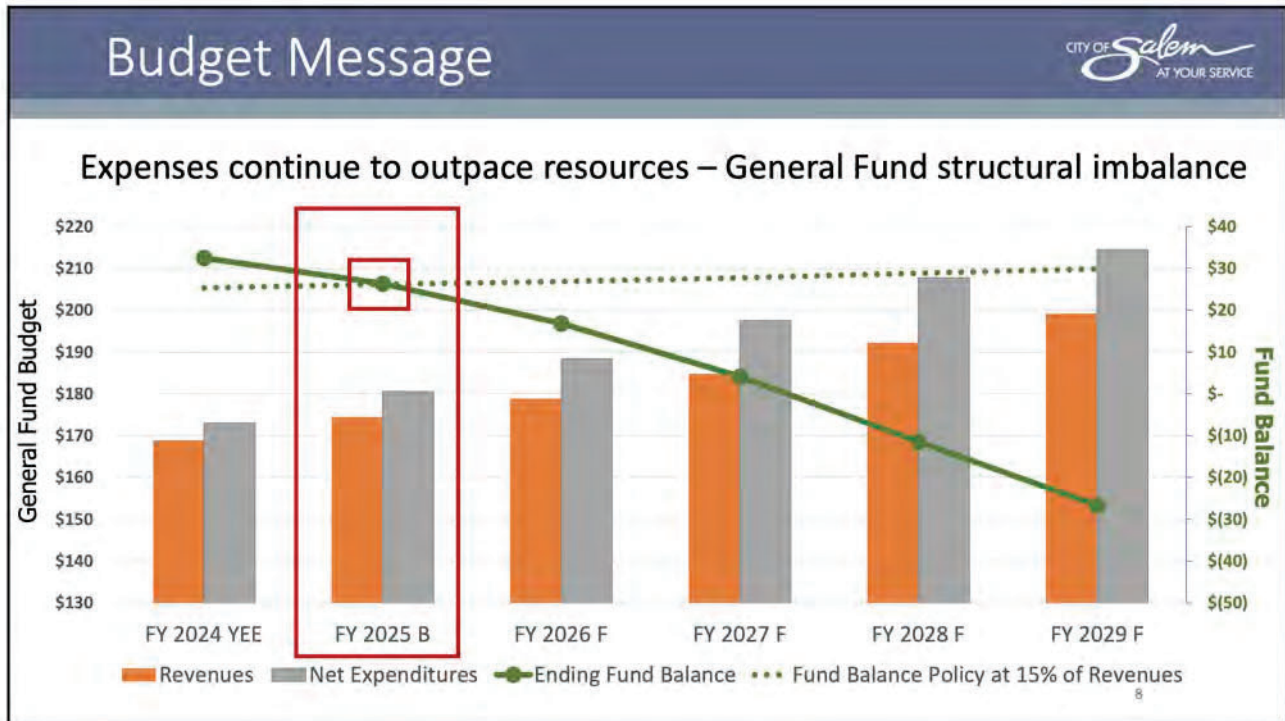
CITY OF Salem  
AT YOUR SERVICE

## Navigating the Budget Book

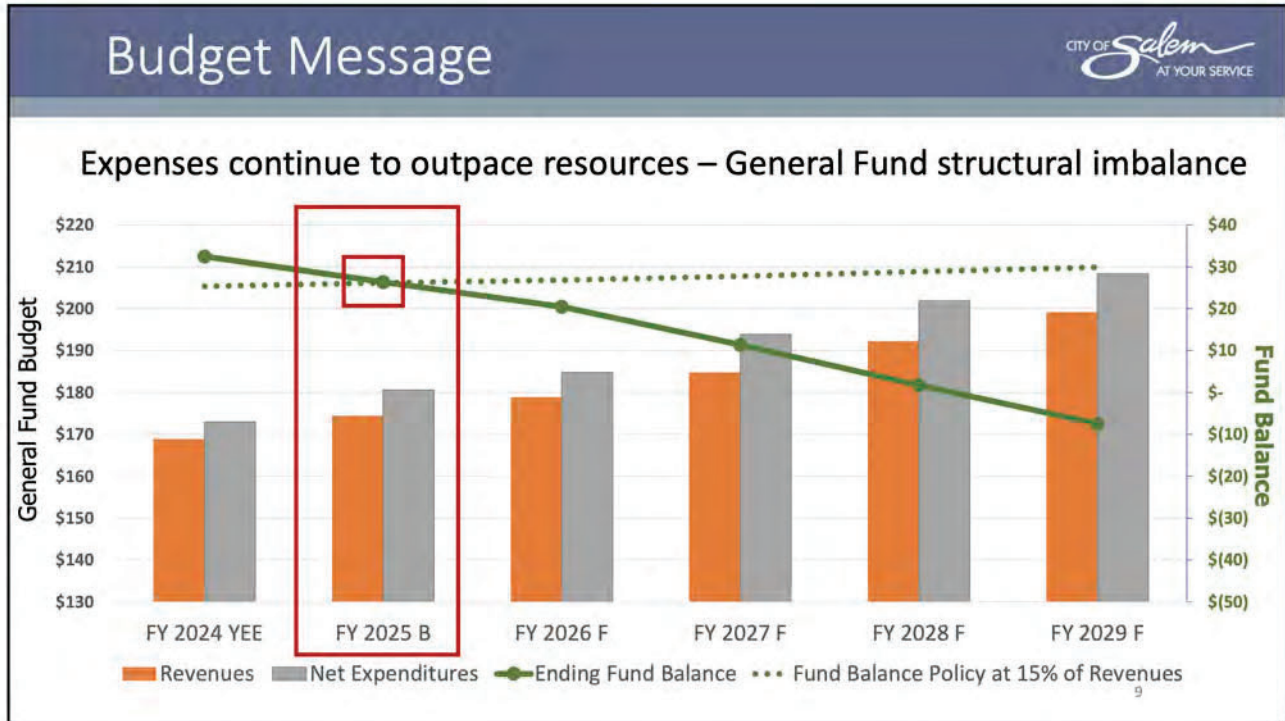
|   | FY 2024              |              | FY 2025              |              | Alignment |   |   |   |   |   |
|---|----------------------|--------------|----------------------|--------------|-----------|---|---|---|---|---|
|   | Program Budget       | Staff        | Program Budget       | Staff        |           |   |   |   |   |   |
| Transportation Services Fund Programs and FTE |                      |              |                      |              |           |   |   |   |   |   |
| Alley Maintenance                             | 182,350              | 0.83         | 167,510              | 0.69         | Less      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Capital Improvements Transfer                 | 550,850              | 0.00         | 628,020              | 0.00         |           | Capital improvement transfers not scored    |   |   |   |   |
| Contingencies                                 | 500,000              | 0.00         | 500,000              | 0.00         |           | Contingencies not scored                    |   |   |   |   |
| Infrastructure Planning                       | 805,640              | 2.00         | 523,230              | 2.00         | Most      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Operational and Technology Transfers          | 3,193,850            | 0.00         | 3,213,590            | 0.00         |           | Operating / technology transfers not scored |   |   |   |   |
| Right-of-Way Maintenance                      | 1,010,900            | 2.44         | 438,090              | 2.42         | More      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Road Surface Maintenance                      | 3,315,630            | 10.21        | 3,982,800            | 9.80         | More      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Sidewalk Maintenance                          | 2,293,770            | 11.91        | 2,255,150            | 11.87        | More      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Sign and Post Maintenance and Installations   | 820,510              | 5.03         | 965,960              | 5.01         | More      |   | ✓ | ✓ | ✓ | ✓ |
| Traffic Control Center                        | 422,870              | 2.00         | 428,400              | 2.00         | Most      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Traffic Engineering and Permitting            | 1,015,990            | 4.00         | 1,116,460            | 4.00         | More      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Traffic Markings                              | 657,230              | 2.69         | 780,140              | 2.90         | More      |   | ✓ | ✓ | ✓ | ✓ |
| Traffic Signal Maintenance                    | 2,483,650            | 5.00         | 2,710,440            | 5.00         | More      | ✓   | ✓ | ✓ | ✓ | ✓ |
| Utility Trench Patching                       | 1,528,270            | 11.12        | 1,416,380            | 10.74        | Less      |   |   | ✓ | ✓ | ✓ |
| <b>Total Transportation Services Fund</b>     | <b>\$ 18,781,510</b> | <b>57.23</b> | <b>\$ 19,126,170</b> | <b>56.43</b> |           |   |   |   |   |   |

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## Budget Overview

### Welcoming and Livable Community

Parks Ranger with Eagle Watch Program

### Natural Environment Stewardship

Willow Lake Cogeneration System

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# Welcoming and Livable Community



Develop Salem to be a safe and well-maintained City with a mix of quality housing for all residents, access to parks, recreation, historic and cultural resources, and the arts.



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# Welcoming and Livable Community

**Total for Result Area: \$41,967,740**

- Long Range and Current Planning
- Neighborhood Enhancement
- Salem Public Library
- Homeless and Sheltering Coordination
- Social Services and Affordable Housing
- Parks, Recreation, Center 50+
- CDBG and HOME
- Public Art and TOT Grants
- Trust Funds



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CITY OF Salem  
AT YOUR SERVICE


## Welcoming and Livable Community

**Library Reductions - \$1,168,000**

- 7.25 FTE positions
- Elimination of seasonal staff

**Service Impacts**

- Close West Salem Library
- Reduce Main Library hours
- Limited programs and services



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CITY OF Salem  
AT YOUR SERVICE

## Welcoming and Livable Community

**Parks Reductions**

- Eliminate most seasonal staff - \$197,000
- Reduce other expenses - \$503,000

**Service Impacts**

- No irrigation, bathrooms, or drinking fountains at neighborhood parks
- Turn off splash pads (except Riverfront Park)
- Limited evening event support (no closing staff)
- Reduce playground equipment and amenity repair



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CITY OF *Salem*  
AT YOUR SERVICE


## Welcoming and Livable Community

**Youth Development Reduction - \$224,000**

- Education and Outreach Coordinator position
- Youth Development grants

**Service Impacts**

- ILEAD Teen Summit conference and CAREcorps program
- 1,000 Soles program
- Homeless youth and young adult program development
- Youth perspective in citywide projects and initiatives



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CITY OF *Salem*  
AT YOUR SERVICE


## Welcoming and Livable Community

**Recreation Changes**

- Reduction in seasonal staff and program expenses - \$201,870
- Fee increases - \$200,000

**Service Impacts**

- Fewer program sites and options
- No movies in the park or kids relays
- Eliminate fee waivers and change fee reduction
- Increased fees for softball, parks reservations, and recreation programs



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CITY OF *Salem*  
AT YOUR SERVICE

## Welcoming and Livable Community

**Center 50+ Changes**

- Reduction in materials and services and program expenses - \$230,000
- Reduction in seasonal staffing - \$30,000
- Fee increases - \$140,000

**Service Impacts**

- Inability to offer new programming
- Reduce evening and weekend programming
- Reduce print materials, hobby specific supplies, and marketing strategies
- Increased fees for programs and room rentals
- Increased donation from Friends of Center 50+

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CITY OF *Salem*  
AT YOUR SERVICE

## Welcoming and Livable Community


**Social Service Grant Reduction - \$400,000**

**Special Programs Outreach Team (SPOT) Reduction - \$625,000**

**Service Impacts**

- Potential reduction or elimination of programs operated by community partners

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CITY OF *Salem*  
AT YOUR SERVICE

## Sheltering Services

Navigation Center – State Operating Grant

Micro shelter sites – City funding proposed for elimination in FY 2025

Safe Park Program and Warming Network – General Fund reimbursed by State Grant

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CITY OF *Salem*  
AT YOUR SERVICE

## Welcoming and Livable Community Service Enhancements / Highlights

- \$1M grant for tree planting (Trust)
- Parks Bond Projects and Recreation Participation
  - Various athletic courts and playground facilities
  - Minto-Brown Island parking lots
  - McKay School Park improvements (refurbish soccer fields, play ground, etc).
- Highlights
  - Additional languages added to preschool story time (ASL and Russian)
  - 400-500 items circulated each month to senior facilities
  - 23% increase in Neighborhood Recreation and Sports programs




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# Welcoming and Livable Community

Questions of Staff and Committee Discussion



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# Natural Environment Stewardship



Protect natural resources including all waterways, tree canopy, and our natural ecosystem, and reduce the impact from the built environment and City operations on both the environment and all residents.



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CITY OF *Salem*  
AT YOUR SERVICE

## Natural Environment Stewardship

**Total for Result Area: \$26,310,070**

- Climate Action Plan
- Environmental Education
- Environmental Monitoring
- Environmental Compliance











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CITY OF *Salem*  
AT YOUR SERVICE

## Natural Environment Stewardship

**Workforce Change Highlights**

Utility Fund – Willow Lake Wastewater Pollution Control Facility

- 0.5 FTE limited duration WTP Operator 1 for biosolids hauling
- 1 FTE Department Tech Support Analyst II - distributed control system programming and operational efficiencies



Willow Lake Water Pollution Control Facility








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# Natural Environment Stewardship Service Enhancements / Highlights

- Ultraviolet Bank B lamp replacement (photo below)
- GIS System Updates
  - Network Conversion
  - 3D GIS Enablement
- Electric Compact Street Sweeper Grant
- 12,270 trees and 28,120 shrubs planted
- Stream Crew

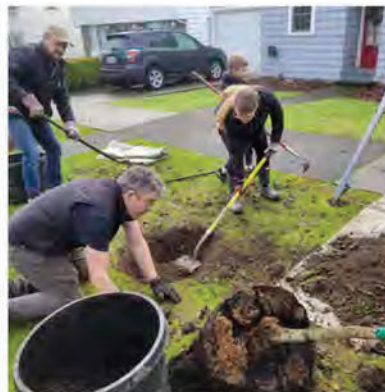


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# Natural Environment Stewardship

## Questions of Staff and Committee Deliberations



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# Salem Parks Foundation Board Development and Recruitment Strategy

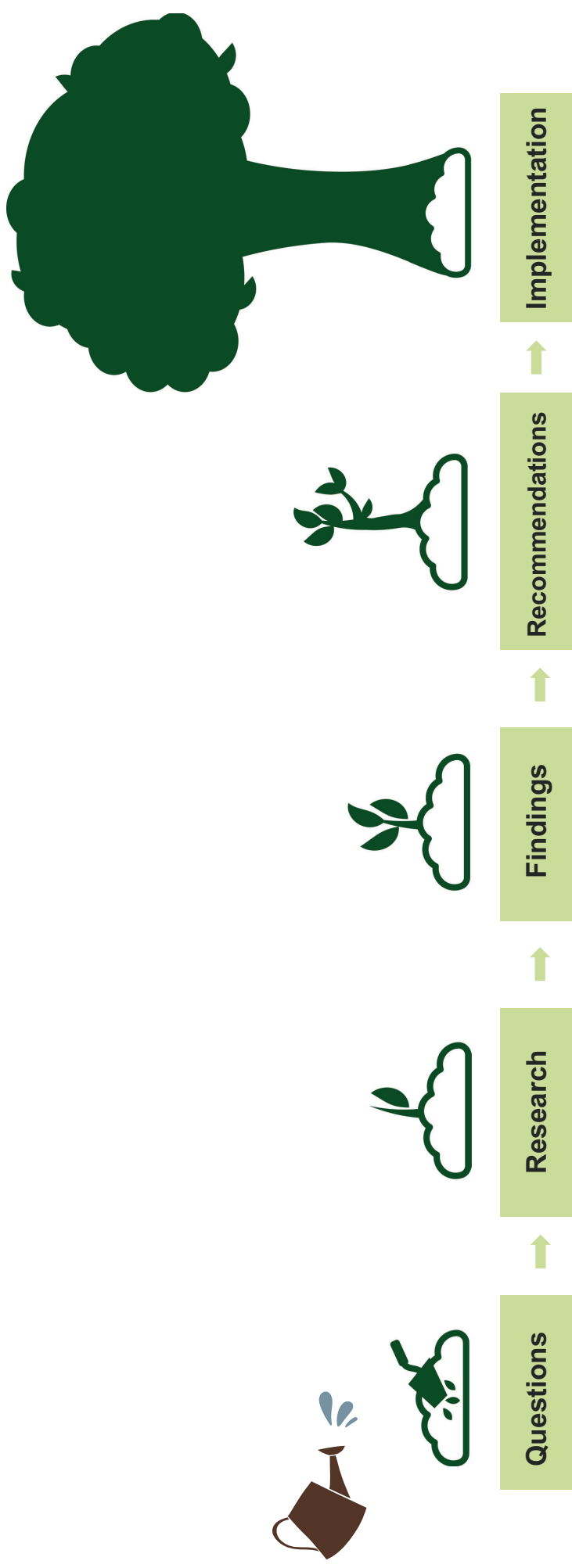
Presented by Parker Aguinaga,  
Quinne Hauth, Alexia Johnson,  
Mariah Lopez, and Sian Dim Lun

# AGENDA

1. Project Overview
2. Research Questions
3. Scope of Work
4. Findings
5. Recommendations
6. Conclusions
7. Discussion

*“Rooted in the Past,  
Providing for the Future”  
- Salem Parks Foundation*

# PROJECT OVERVIEW



# ORGANIZATIONAL OVERVIEW

Established in August 2000

Raise awareness of Parks

Park Improvement and Advocacy

Grants for Neighborhood Associations

Advocacy for Eco-Earth Globe



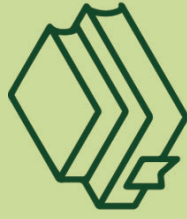
# RESEARCH QUESTIONS

**How can the Salem Parks Foundation strengthen its board, especially with an eye on Board Development practices?**

**What elements of Board Best Practice need to be considered to ensure the Salem Parks Foundation is accessible to new members?**

# SCOPE OF WORK

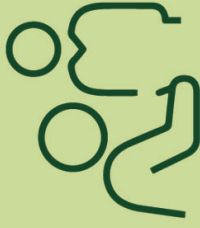
LITERATURE REVIEW



SOCIAL MEDIA REVIEW



INTERVIEWS



SURVEYS



# LITERATURE REVIEW



Board development practices

Board recruitment practices

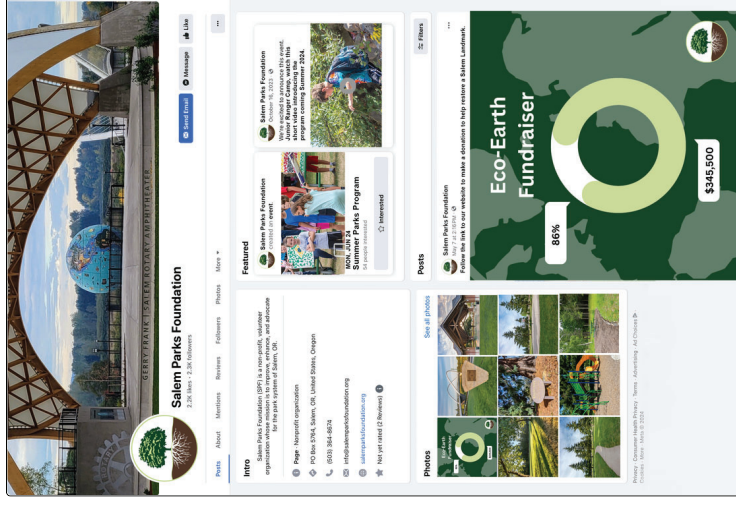
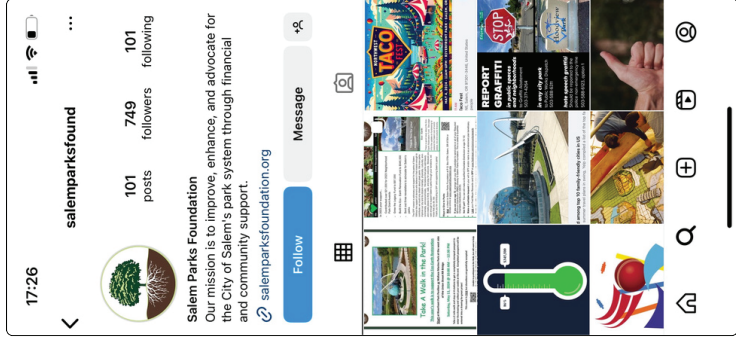
“

*Role clarity implies the differentiation of roles between board members in terms of understanding and executing duties as well as being aware of performance milestones*

”

See Appendix 8  
for example role descriptions

# SOCIAL MEDIA REVIEW



Community Engagement

Use of Social Media

Capitalize on brand identity

See Brand Recommendations located in Appendix 2

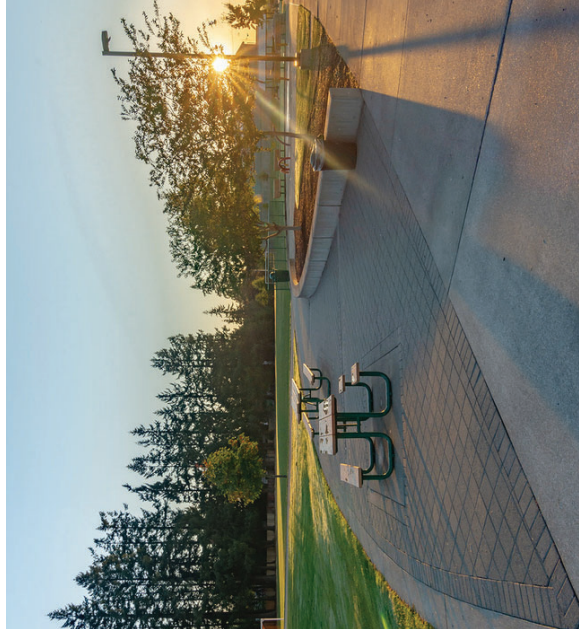
# INTERVIEWS

Board Initiatives

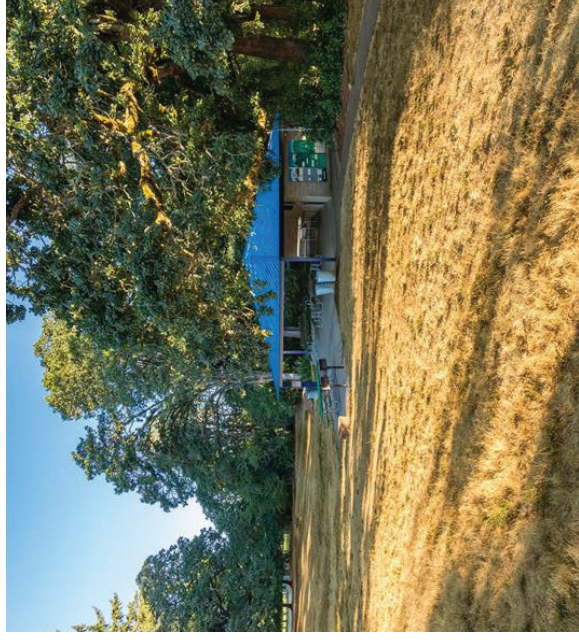


See page 10 of report  
for peer recommendations

Board Strengths

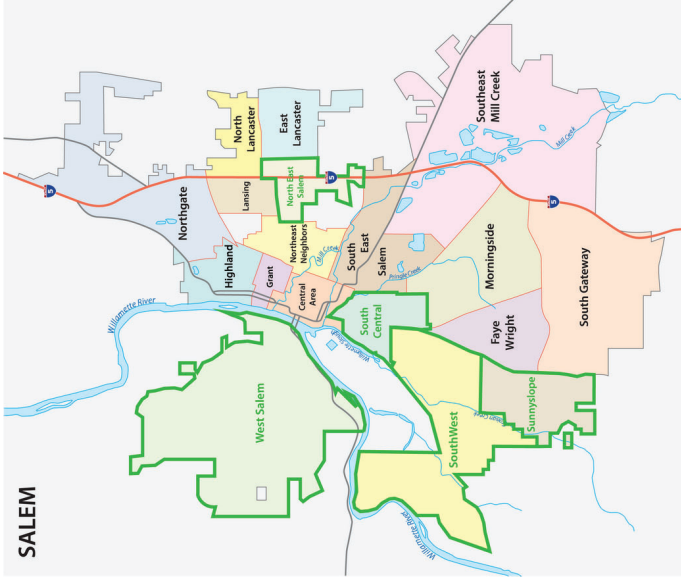


Skills and Trainings

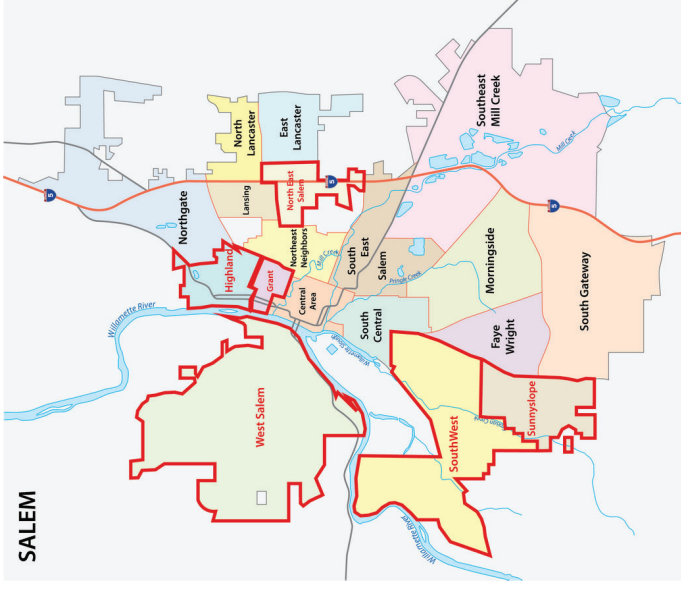


# SURVEY

*I wish SPF did more IN PERSON outreach to neighborhood associations, especially when live are being discussed. SPRAB meetings are not really accessible via Zoom, consist tech issues. I appreciate the Parks Foundation's dedication to preserving and developing Salem's parks.*



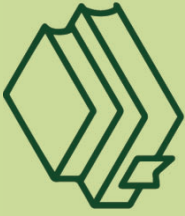
Map of Salem, highlighting SPF neighborhoods (green outline)



Map of Salem, highlighting survey responses (red outline)

# RECOMMENDATIONS

MODIFY BOARD OPERATIONS



BOARD RECRUITMENT STRATEGY



STRENGTHEN BRAND IDENTITY



CREATE NEIGHBORHOOD  
OUTREACH PLAN



# Recommendation #1

## MODIFY BOARD OPERATIONS



# #1. Define individual and collective responsibilities



# ACTION STEPS

## Be SMART!



**S**pecific: Clearly defined and tangible, leaving no room for ambiguity.

**M**easurable: Objectively measurable, with criteria for success that are understood by all.

**A**chievable: Challenging yet attainable, given the available resources.

**R**elevant: Meaningfully contributing to larger objectives such as the organization's mission.

**T**imely: Equipped with deadlines and progress milestones to ensure accountability and progress tracking.

Develop comprehensive role descriptions

Align responsibilities with expertise & interest

Develop customized S.M.A.R.T goals

Conduct regular position reviews



# #2. Foster Board Development



# ACTION STEPS



Organize a retreat

Reformulate the agenda

Invite Other Parks Organizations and City to speak

Celebrate SPF success

**Recommendation #2**

**BOARD  
RECRUITMENT  
STRATEGY**



# ACTION STEPS

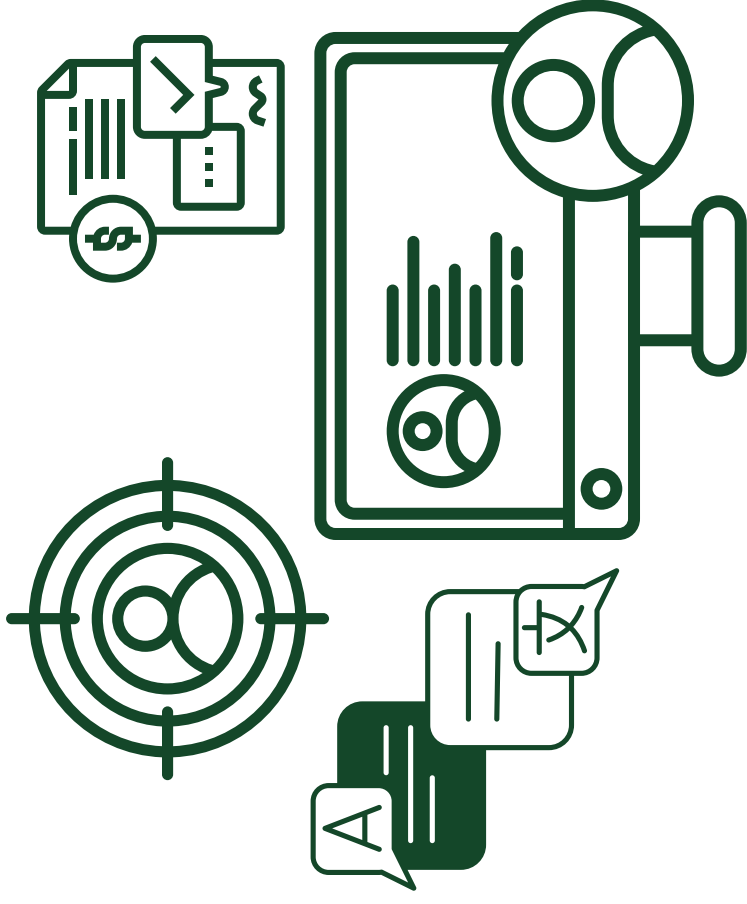
Recruit strategically

Invite people to board meetings

Extend personal invitations

Simplify the application process

Champion SPF's impact



**Recommendation #3**

**STRENGTHEN  
BRAND IDENTITY**



# ACTION STEPS

Review and implement our team's brand guide

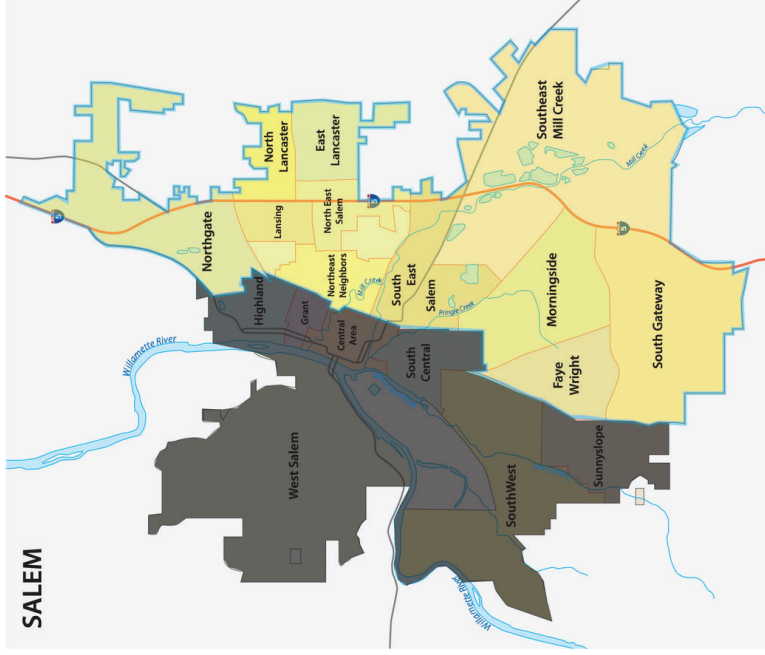
Tag community members, businesses, and other nonprofit organizations

Reach out directly to people who like multiple posts

**Recommendation #4**  
**CREATE**  
**NEIGHBORHOOD**  
**OUTREACH PLAN**



# ACTION STEPS



Focus on Targeted Outreach to underrepresented neighborhoods

Create a custom newsletter to post grants or board applications

# STRATEGIC PLAN

Start (Now)

Month 2

Month 3

Month 4

Month 5

Month 6

**Discuss**

**Organize**

**Retreat**

**Recruit**

**Onboard**

**Train**



- Discuss this research!
- How will SPF move on from the Eco-Globe?
- What are goals? Ex. Diversity, Volunteerism

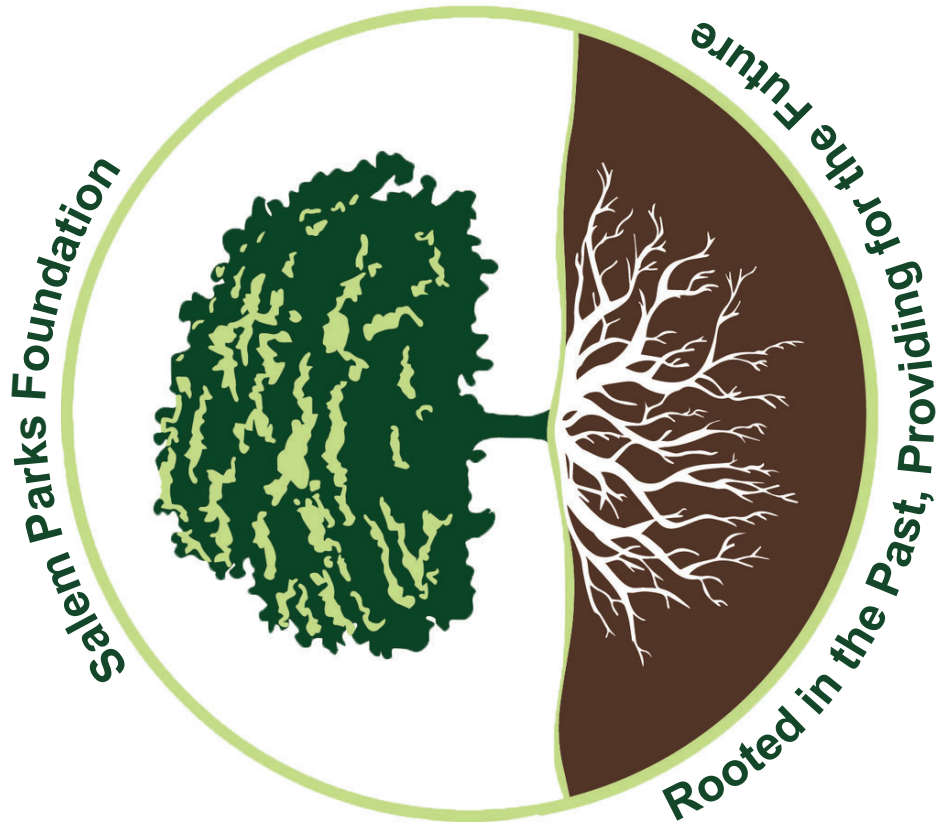
- Re-format agenda with Robert's Rules.
- Assign roles to all current members, based on SPF goals.
- Reach out to City and Nonprofits for support.

- Plan a retreat.
- Define SPF needs and skills.
- Who does SPF need to recruit for skills?
- Create S.M.A.R.T. goals.
- Celebrate SPF success.

- Post about success and Board recruitment on social media.
- Distribute custom Newsletters to neighborhoods.
- Plan in-person community outreach to specific areas.

- Assign roles to new members.
- Buddy members to cross-train on skills.
- Review SPF's S.M.A.R.T. goals and organization processes.

- Create a culture of learning.
- Train new members on SPF operations.
- Get training on different skills.
- Explore development opportunities to invest in members..



# QUESTIONS?



SALEM PARKS FOUNDATION  
Rooted in the Past. Providing for the Future.

# ***Board Development & Recruitment Strategy***

**Presented by**  
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