

FRIENDS OF RICHMOND GREENWAY



**ORGANIZATIONAL DOCUMENTS
FOR REVIEW AND APPROVAL AT FORG MEETING ON MAY 5, 2014**

**FRIENDS OF RICHMOND GREENWAY
2014 ORGANIZATIONAL DOCUMENTS
APRIL 29, 2014**

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**FRIENDS OF THE RICHMOND GREENWAY
PLANNING/CO-DESIGN COMMITTEE DECISION-MAKING AND COMMUNICATION GUIDELINES
(Approved September 17, 2013)**

Decision-Making Guidelines

1. Voting membership
 - One vote per organization during the FORG planning process.
2. Voting approval process
 - Two-thirds super-majority to pass a motion
 - Majority vote after further discussion if no super-majority

Communications Guidelines

1. Work groups can send documents to any person/organization at their discretion
2. Any document sent to the full Planning Committee should also be sent to the full membership list

**FRIENDS OF THE RICHMOND GREENWAY
2014 IDENTITY STATEMENT
(Approved March 3, 2014)**

A. Mission

FORG is a collaboration of community members and local organizations that work to transform the Richmond Greenway into a beautiful and healthy space that meets the diverse needs of the community.

B. Vision

We envision the Richmond Greenway as a safe, vibrant public space where people from our entire community and beyond come together to restore, cultivate and protect the natural environment and to create and enjoy cultural and recreational activities. The Richmond Greenway is a vehicle for economic, community, human and cultural development.

C. Values

We believe in...

1. The birthright of all people to have access to safe, green beautiful community spaces
2. The power of collaboration, the strength of working together
3. Developing local residents at the same time as improving the physical space
4. Meaningful community participation
5. The importance of restoring Mother Earth

D. Niche

FORG's unique niche is that...

- ✓ FORG members all work actively on the Greenway.
- ✓ We are in partnership with the City of Richmond to develop the Greenway.
- ✓ We utilize a community-driven, "bottoms up" approach to designing, planning, building and funding Greenway improvements.

E. Strategic Role

FORG is in partnership with the City of Richmond to plan, develop, steward and advocate for the Richmond Greenway.

F. Priority Program Areas

FORG will plan and implement a variety of community programs in the following five areas:

1. Environmental Education
2. Human, Economic and Community Development
3. Healthy Eating Active Living
4. Arts and Culture
5. Public Safety

**FRIENDS OF THE RICHMOND GREENWAY
2014 NORMS OF PARTICIPATION
(Approved April 22, 2014)**

PRINCIPLES

- A. Be respectful
- B. Step-up – step-back
- C. Practice active listening
- D. Foster constructive dialogue
- E. Show personal responsibility

PRACTICES

A. Be Respectful

Listen when someone talks and pay attention; check the tone of your voice; utilize constructive criticism; no side conversations--be present in the group discussion; uplift and respect everyone's work and progress on the Greenway; respect the project areas of other organizations; do not make disparaging comments about fellow FORG members or their projects and correct staff members who make such comments; and get explicit written permission/consent from other organizations to use that organization's projects, either in words or pictures, in funding proposals, or any other promotional media materials.

B. Step Up – Step Back

Speak when you have something to say but don't feel you have to speak on every point; ensure that everyone has an opportunity to be heard; be aware of inclusiveness; and do not dominate.

C. Practice Active Listening

Listen attentively to what others have to say without interrupting; re-state what you heard to make sure you heard it right; try to see things from another's point of view – even if you disagree with what is being said; ask for clarification if something is unclear.

D. Foster Constructive Dialogue

Think about the big picture; be straightforward, *honest* and put issues on the table; stay on topic; leave room for disagreement; be transparent and willing to share information; try to stay on task before proposing to tackle a whole new issue; stay focused on the ultimate outcome.

E. Take Personal Responsibility

Be on time to all sessions; turn the sound off on cell phones; take responsibility for actions and words; follow through on all tasks you take on or pass them off to another responsible party as soon as you know you cannot complete the task; and try to resolve issues within FORG rather than taking such issues to outsiders.

**FRIENDS OF THE RICHMOND GREENWAY
2014 CONFLICT OF INTEREST POLICY
(Approved April 22, 2014)**

It is in the best interest of Friends of Richmond Greenway to be aware of and properly manage all conflicts of interest and appearances of a conflict of interest. This conflict of interest policy is designed to help Steering Committee members, officers, employees and volunteers of the Friends of Richmond Greenway identify situations that present potential conflicts of interest and to provide Friends of Richmond Greenway with a procedure to appropriately manage conflicts in accordance with the goals of accountability and transparency in Friends of Richmond Greenway operations. This Conflict of Interest Statement does not give FORG any authority to sanction, regulate or overturn the independent actions of organizations represented on the Steering Committee.

1. **Conflict of Interest Defined.** In this policy, a person with a conflict of interest is referred to as an “interested person.” For purposes of this policy, the following circumstances shall be deemed to create a Conflict of Interest:
 - a. A Steering Committee member, officer, employee or volunteer (or family member of any of the foregoing) is a party to a contract, or involved in a transaction with Friends of Richmond Greenway for goods or services.
 - b. A Steering Committee member, officer, employee or volunteer (or a family member of any of the foregoing) has a material financial interest in a transaction between Friends of Richmond Greenway and an entity in which the Steering Committee member, officer, employee or volunteer (or a family member of the foregoing) is a director, officer, agent, partner, associate, employee, trustee, personal representative, receiver, guardian, custodian, or other legal representative.
 - c. A Steering Committee member, officer, employee or volunteer (or a family member of the foregoing) is engaged in some capacity or has a material financial interest in a business or enterprise that competes with Friends of Richmond Greenway.

Other situations may create the appearance of a conflict, or present a duality of interests in connection with a person who has influence over the activities or finances of FORG. All such

circumstances should be disclosed to the Steering Committee or staff, as appropriate, and a decision made as to what course of action FORG or the individuals should take so that the best interests of FORG are not compromised by the personal interests of stakeholders in FORG.

Gifts, Gratuities and Entertainment. Accepting gifts, entertainment or other favors from individuals or entities can also result in a conflict or duality of interest when the party providing the gift/entertainment/favor does so under circumstances where it might be inferred that such action was intended to influence or possibly would influence the interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity of Friends of Richmond Greenway. If a Steering Committee member, officer, employee or volunteer (or a family member of the foregoing) receives a significant gift from a party who has a material financial interest in FORG or is seeking to engage in a major financial transaction with FORG, then that person must declare a potential conflict of interest in accordance with the procedures outlined below.

2. Definitions.

- a. A "Conflict of Interest" is any circumstance described in Part 1 of this Policy.
- b. An "Interested Person" is any person serving as an officer, employee or member of the Steering Committee of Friends of Richmond Greenway or a major donor to Friends of Richmond Greenway or anyone else who is in a position of control over Friends of Richmond Greenway who has a personal interest that is in conflict with the interests of Friends of Richmond Greenway.
- c. A "Family Member" is a spouse, parent, child or spouse of a child, brother, sister, or spouse of a brother or sister, of an interested person.
- d. A "Material Financial Interest" in an entity is a financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect an Interested Person's or Family Member's judgment with respect to transactions to which the entity is a party.
- e. A "Contract or Transaction" is any agreement or relationship involving the sale or purchase of goods or services, the providing or receipt of a loan or grant, the establishment of any other type of financial relationship, or the exercise of control over another organization by way of a contractual agreement. The making of a gift to Friends of Richmond Greenway is not a Contract or Transaction.

3. Procedures.

- a. Prior to Steering Committee action on a Contract or Transaction involving a Conflict of Interest, a Steering Committee member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such

disclosure shall be reflected in the minutes of the meeting. If Steering Committee members are aware that staff or other volunteers have a conflict of interest, relevant facts should be disclosed by the Steering Committee member or by the interested person him/herself if invited to the Steering Committee meeting as a guest for purposes of disclosure.

- b. A Steering Committee member who plans not to attend a meeting at which he or she has reason to believe that the Steering Committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
- c. A person who has a Conflict of Interest shall not participate in or be permitted to hear the Steering Committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- d. A person who has a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote on the Contract or Transaction. However, said person will retain full voting rights on any other matters unrelated to the Contract or Transaction under reviews.
- e. The person having a conflict of interest may not vote on the Contract or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting. For purposes of this paragraph, a member of the Steering Committee of Friends of Richmond Greenway has a Conflict of Interest when he or she stands for election as an officer or for re-election as a member of the Steering Committee.

In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to his or her supervisor or the Chair or the Chair's designee, who shall determine whether full Steering Committee discussion is warranted or whether there exists a Conflict of Interest that is subject to this policy.

- 4. **Confidentiality.** Each Steering Committee member, officer, employee and volunteer shall exercise care not to disclose confidential information acquired in connection with disclosures of conflicts of interest or potential conflicts, which might be adverse to the interests of Friends of Richmond Greenway. Furthermore, Steering Committee members, officers, employees and volunteers shall not disclose or use information relating to the business of Friends of Richmond Greenway for their personal profit or advantage or the personal profit or advantage of their Family Member(s).

5. **Review of policy.**

- a. Each Steering Committee member, officer, employee and volunteer shall be provided with and asked to review a copy of this Policy and to acknowledge in writing that he or she has done so.
- b. Annually each Steering Committee member, officer, employee and volunteer shall complete a disclosure form identifying any relationships, positions or circumstances in which s/he is involved that he or she believes could contribute to a Conflict of Interest. Such relationships, positions or circumstances might include service as a director of or consultant to another nonprofit organization, or ownership of a business that might provide goods or services to Friends of Richmond Greenway. Any such information regarding the business interests of a Steering Committee member, officer, employee or volunteer, or a Family Member thereof, shall be treated as confidential and shall generally be made available only to the Chair, the Executive Director, and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.
- c. This policy shall be reviewed annually by each member of the Steering Committee. Any changes to the policy shall be communicated to all staff and volunteers

Basic Conflict of Interest Disclosure Form [insert date]

Date: _____

Name: _____

Position (employee/volunteer/Steering Committee member): _____

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between Friends of Richmond Greenway and your personal interests, financial or otherwise:

_____ I have no conflict of interest to report

_____ I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____
2. _____
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of Friends of Richmond Greenway.

Signature: _____

Date: _____

**FRIENDS OF THE RICHMOND GREENWAY
2014 CONFLICT RESOLUTION STATEMENT
(Approved April 22, 2014)**

References

1. http://www.helpguide.org/mental/eq8_conflict_resolution.htm
Title: Conflict Resolution Skills -- Building the Skills That Can Turn Conflicts into Opportunities
2. http://www.mindtools.com/pages/article/newLDR_81.htm
Title: Conflict Resolution -- Resolving Conflict Rationally and Effectively
3. <http://www.edcc.edu/counseling/documents/Conflict.pdf>
Title: Conflict Resolution Skills
4. http://en.wikipedia.org/wiki/Conflict_resolution
Title: Conflict Resolution

Definition

Conflict resolution is the process of facilitating a peaceful ending to a major dispute between two or more people (or groups). Conflict arises from the natural differences that exist among people. It occurs when people disagree over such things as values, goals, strategies, roles, resources and other important things.

A conflict resolution process is needed when (1) differences cannot be resolved by those who are having the conflict *and* (2) a critical mass of the Steering Committee members thinks that the conflict is having a negative impact on the group. Whenever a conflict resolution process is put into action, it is important that the process be deemed fair, trustworthy, timely and binding by all interested parties. This standard can only be met if...

- A conflict resolution process has been formally adopted by a super-majority (at least two-thirds) of the Steering Committee and remains a “living” document;
- A neutral person/team, acceptable to all of the parties in conflict, is selected to execute the conflict resolution process and does so in accordance with the adopted policy;
- All parties to the conflict believe that they will get a fair hearing and that their views will be considered without bias (even though they might not agree with the outcome); and

- Organizational members set clear expectations, are unyielding in the effort to resolve the conflict and unwilling to be intimidated or distracted during the process.

Steps in the Conflict Resolution Process

Pre-Conflict Resolution

- Review, refine and reaffirm core values
- Develop a written conflict resolution policy/process
- Approve the conflict resolution policy/process by a super-majority (at least two-thirds) of the Steering Committee

Conflict Resolution Procedure

- The Executive Committee of the Steering Committee is responsible for declaring and taking appropriate action to resolve an inter-personal or inter-organizational conflict. If an Executive Committee member is a party to the conflict, then that person shall not participate in or be permitted to hear the Executive Committee's discussion of the matter.
- The Executive Committee will request that the conflicting parties try to work things out directly without formal intervention by FORG.
- If the parties cannot resolve the conflict on their own, the Executive Committee will form an ad hoc Conflict Resolution Team that is empowered to talk with the interested parties, collect additional information and make a recommendation to the Executive Committee which has full authority to decide the matter.
- If a Conflict Resolution Team is selected, then the conflict resolution process should be completed and a decision rendered within a 4-6 week period.

Post-Conflict Resolution

- Review and assess the conflict resolution process
- Identify key learnings (i.e., what would you do differently if you could replay the tape)

**FRIENDS OF THE RICHMOND GREENWAY
2014 ACCOUNTABILITY STATEMENT
(Approved April 22, 2014)**

References

1. <http://www.hbs.edu/faculty/Publication%20Files/10-069.pdf>
Title: The Many Faces of Nonprofit Accountability by Alnoor Ebrahim, 2010
2. <http://www.councilofnonprofits.org/resources/resources-topic/ethics-accountability>
Title: Ethics and Accountability in the Nonprofit Sector
3. <http://en.wikipedia.org/wiki/Accountability>
Title: Accountability
4. http://www.sagepub.com/upm-data/39585_Chapter6.pdf
Title: Ensuring Accountability and Measuring Performance

Definition

Accountability means different things to different people at different times in different places. However, for most people, “accountability” means following the rules, doing what was promised, being transparent and taking responsibility for one’s actions. There are four main areas where people call for accountability: (1) raising and managing money (financial accountability); (2) operating an organization (leadership accountability); (3) serving the community (program or performance accountability); and (4) acting responsibly and with mutual respect (behavioral accountability). In our view, “accountability” is not a punitive idea. Rather, it’s a basic standard and expectation for people “to do the right thing” in serving the community.

Accountability Principles

Financial Accountability

Fiscal Management

- There should be a written fiscal sponsorship agreement approved by the FORG Steering Committee that states the terms and conditions of the financial relationship between FORG and the fiscal sponsor.
- As part of the fiscal management process, there should be...
 - A complete and accurate accounting of all monies received and disbursed on behalf of FORG.
 - Regular financial reports with up-to-date information on revenues, expenditures and unusual financial activity made publically available and readily accessible for Steering Committee members.
 - An annual audit or financial review by a Certified Public Accountant or other qualified, disinterested party.

- Bonding insurance for individuals/organizations with fiscal responsibility.

Resource Development

- There should be written guidelines for member organizations to follow when doing individual or joint fundraising on behalf of FORG including the development and submittal of proposals/grant applications.
- There should be public disclosure of all grants, contracts, RFP's/RFQ's, and other financial arrangements (both potential financial opportunities and confirmed financial agreements).

Organizational Accountability

- There should be a written structure document approved by the FORG Steering Committee that addresses the following topics:

Governing Body

- Name, number and composition; roles and responsibilities; officers; committees; meetings; and decision-making.

Friends and Affiliates

- Types of support groups (e.g., individual, organization or agency) and the benefits of participation.

Community

- Community representation, engagement and accountability.

Program/Performance Accountability

- There should be a written Identity Statement (vision, mission, values, niche and strategic role) approved by the FORG Steering Committee.
- There should be written program guidelines approved by the FORG Steering Committee that address the following issues:
 - Rights and responsibilities of individual organizations working at their designated sites on the Greenway.
 - Process for approving projects that involve multiple sites on the Greenway.
- There should be an annual goal-setting and year-end review process for FORG with community input/feedback.

Behavioral Accountability

There should be a written "Norms of Participation" statement approved by the FORG Steering Committee. The statement should delineate the basic principles and practices that Steering Committee Members are expected to agree to and follow.

Steps in the Accountability Process

Steering Committee members (on behalf of their organizations or constituencies) are expected to do the following things to promote FORG accountability:

- Review, approve (or accept) and sign (as required), the following documents after approved by the Steering Committee: Accountability Statement, Conflict of Interest Policy, Conflict Resolution Statement, Identity Statement, Memorandum of Understanding, Norms of Participation and Structure Document.
- Work individually and collectively to implement the principles and practices outlined in this Accountability Statement.

(Approved April 29, 2014)

Definition

The purpose of this document is to define the structure and operating procedures for Friends of the Richmond Greenway (FORG). It covers the following topics:

Governing Body

- Name, number and composition; roles and responsibilities; officers; committees; meetings; and decision-making

Friends and Affiliates

- Friend/Affiliate categories, selection process and benefits of participation.

Community

- Community representation, engagement and accountability

Governing Body

➤ ***Name***

The governing body of FORG shall be called “Steering Committee”.

➤ ***Number and Composition***

The Steering Committee will be composed of (1) representative of all organizations designated to serve on the initial Steering Committee and (2) at-large community members equal to a third of this number chosen to diversify the Steering Committee with regard to geography, ethnicity, organizational affiliation or other factors determined by FORG.

➤ ***Roles/Responsibilities of Steering Committee members***

- Attend meetings
- Join and actively participate on a committee
- Sign FORG documents: Accountability Statement, Conflict of Interest Policy, Conflict Resolution Statement, Identity Statement and MOU
- Volunteer on the Greenway
- Be a FORG ambassador

➤ ***Officers***

The four officers are two Co-conveners, a Secretary and a Treasurer. Their roles and responsibilities are:

- Co-Conveners: Convene and preside at all Steering Committee meetings, guide the planning and execution of program and administrative operations; co-chair the Executive Committee and serve as spokespersons of FORG.
- Secretary: Serve on the Executive Committee, coordinate communication with the Steering Committee, notify members of Steering Committee or Executive

Committee meetings, take and distribute minutes of these meetings, and maintain all official records and documents of FORG.

- Treasurer: Serve on the Executive Committee, serve as liaison to the Fiscal Sponsor, provide leadership in developing the annual budget, monitor FORG expenditures and make periodic financial reports to the Steering Committee.

➤ **Committees**

The standing committees are: (1) Executive (officers); (2) Program; (3) Development; and (4) Communications and Outreach. FORG will create ad hoc committees to handle organizational matters when necessary. There shall be a one-year, renewable term of office for all committee members. Committees will set their own meeting schedules and operating procedures. However, all committees will (1) maintain an open and participatory process for community engagement, (2) establish a process to work with other committees and (3) post their meeting and activity schedule for general access by FORG members. Below is a description of the main roles of FORG committees:

1. Executive Committee

The FORG Executive Committee will:

- Provide leadership in guiding/supporting FORG to achieve its goals
- Set agendas and plan Steering Committee meetings
- Monitor administrative, fiscal and program operations
- Resolve conflicts between people/organizations that negatively affect FORG
- Provide guidance and support to staff (when hired)
- Work together as a team
- Deal with time-sensitive, organizational matters between regular Steering Committee meetings. In the event that the Executive Committee must make a time-sensitive decision, the Committee will contact the full voting membership to seek consensus. The membership has 72 hours to respond, presumably via telephone or email. If a majority of the Steering Committee responds to a call for action by the Executive Committee, then this would be a sufficient number to have a quorum for the transaction of business. When there is a quorum, then a majority of the voting members will determine the action to be taken by the Executive Committee. If there is no quorum, then there can be no action.

2. Program Committee

The FORG Program Committee will:

- Coordinate the design, development and delivery of the priority program areas
- Advise the City of Richmond with regard to site planning on the Greenway
- Advise the City of Richmond regarding land use of properties adjacent to the Greenway

- Connect with, inform and work with community agencies and stakeholders to develop a safety and security plan for the Greenway
- Work with other committees on long-term Greenway program strategic plans and shorter term action plans
- Identify potential adopt-a-spot applicants and provide assistance with the application process
- Assist those who have already completed adopt-a-spot applications and/or are managing projects
- Facilitate equitable distribution of city resources for Greenway projects (mulch, soil, etc.)
- Coordinate updates of program and special events information for all projects in FORM communications
- Lead coordination of FORG MLK Day planning
- Develop and lead coordination of other FORG annual events
- Work on improving sustainability practices along the Greenway
- Work with members and other project managers to increase volunteerism on and general use of the Greenway
- Develop a monitoring and evaluation process

3. **Fundraising and Resource Development Committee**

The FORG Fundraising and Resource Development Committee will:

- Develop and implement a fundraising plan to generate resources for FORG
- Coordinate the development of criteria for RFP submittals
- Receive and post proposal opportunities for member review
- Provide input to grant proposals that are approved by FORG
- Maintain a record of all activities committing time, resources, and funds on behalf of FORG
- Develop and coordinate a regranting process
- Generate resources for land acquisition by FORG
- Solicit in-kind resources for FORG

4. **Communications and Outreach Committee**

The FORG Communication & Outreach committee will:

- Develop a marketing plan, branding strategy and logo for FORG
- Develop a community outreach plan for FORG
- Develop and support public communication tools which inform FORG members and effectively promote FORG activities to the larger community, including the City of Richmond, the WCCUSD, the press and other key stakeholders
- Promote FORG within the Richmond area community using a variety of media, including brochures, banners, websites, social media, television, radio, community bulletin boards on the air waves and hard copy
- Build press relationships with local news outlets and on the world wide web
- Develop and support public communications tools which inform FORG members...., including the City of Richmond, the WCCUSD and beyond
- Maintain an updated communication plan and post for access by members

- Develop and maintain a database for FORG
- Develop guidelines for FORG members to follow when doing communication and outreach activities
- Post all meeting dates and times for all Steering Committee activity for access by members and the general public

➤ **Meetings**

- Regular monthly meetings will be held on the first Monday from 4 to 6 pm.
- Draft agendas will be sent before Steering Committee meetings to the FORG list-serve.
- Minutes of Steering Committee meetings will be sent to the FORG list-serve.
- All Steering Committee meetings are open to the public, unless otherwise decided by the Steering Committee in special situations.

➤ **Decision-making**

- A quorum for transacting business is 50% of the Steering Committee
- One vote per each Steering Committee member on all matters
- When voting, first seek consensus and, if no consensus, then a majority vote is required to pass a motion (except motions to amend the Structure Document which requires a two-thirds super-majority vote of approval)

Friends and Affiliates

- Friend/Affiliate Categories
 - Individual (Youth and Adult)
 - Organizational (CBOs, faith-based organizations and other community groups)
 - Institutional (government, corporations, etc.)
- Selection Process
 - Participation is welcome by anyone with an interest in supporting and/or working on the Greenway
- Benefits of Participation
 - Networking
 - Partnering
 - Information sharing
 - Resource sharing
 - Community building

Community

- Community Representation

In addition to Steering Committee members who are currently community residents, there will be at-large community members equal to a third of the number of initial organizational representatives serving on the Steering Committee.
- Community Engagement

- Steering Committee members (and their organizations) are expected to do outreach and create opportunities for community members to work in a volunteer capacity on the Greenway.
 - The Steering Committee will hold community meetings at least twice annually to share information about FORG's work and get input/feedback from community members.
- Community Accountability
- Steering Committee members will work individually and collectively to implement the principles and practices outlined in the Accountability Statement.
 - The Steering Committee will develop and distribute an annual report or informational update to the community.

**FRIENDS OF THE RICHMOND GREENWAY
2014 MEMORANDUM OF UNDERSTANDING
(Approved March 3, 2014)**

Definition

A memorandum of understanding (MOU) is a written agreement between two or more parties, but not a legally binding contract. MOUs are helpful for non-profit organizations or community collaboratives that want to formulate partnerships to work together towards a common goal. An MOU sets forth the terms and conditions of the collaboration and the mutual obligations of each party.

Project Information

The parties to this MOU intend to form a partnership of organizations that will work to transform the Richmond Greenway into a beautiful and healthy space that meets the diverse needs of the community. We envision the Richmond Greenway as a safe, vibrant public space where people from our entire community and beyond come together to restore, cultivate and protect the natural environment and to create and enjoy cultural and recreational activities. We also envision the Richmond Greenway to be a vehicle for economic, community, human and cultural development.

Party Information (State name and contact information for each party to the agreement)

The following organizations are the founding signatories to this MOU:

Name of Organization: _____

Contact Person (name, address, phone and e-mail):

Name: _____

Address: _____

Phone: _____

E-Mail: _____

Party Responsibilities and Obligations

Steering Committee members (on behalf of their organizations or constituencies) will have the following shared responsibilities:

- Review, approve (or accept) and sign the following documents after approved by the Steering Committee: Accountability Statement , Conflict of Interest Statement, Conflict Resolution Statement, Identity Statement, Memorandum of Understanding, Norms of Participation and Structure Document.
- Although this is not a legally binding agreement, all parties are expected to work individually and collectively to implement the principles and practices outlined in the above organizational documents.

Execution Date

This MOU is effective when it has been approved by a super majority (at least two-thirds) of current FORG members and shall remain in effect until otherwise amended or terminated by the same super majority of voters.

Signatures:

