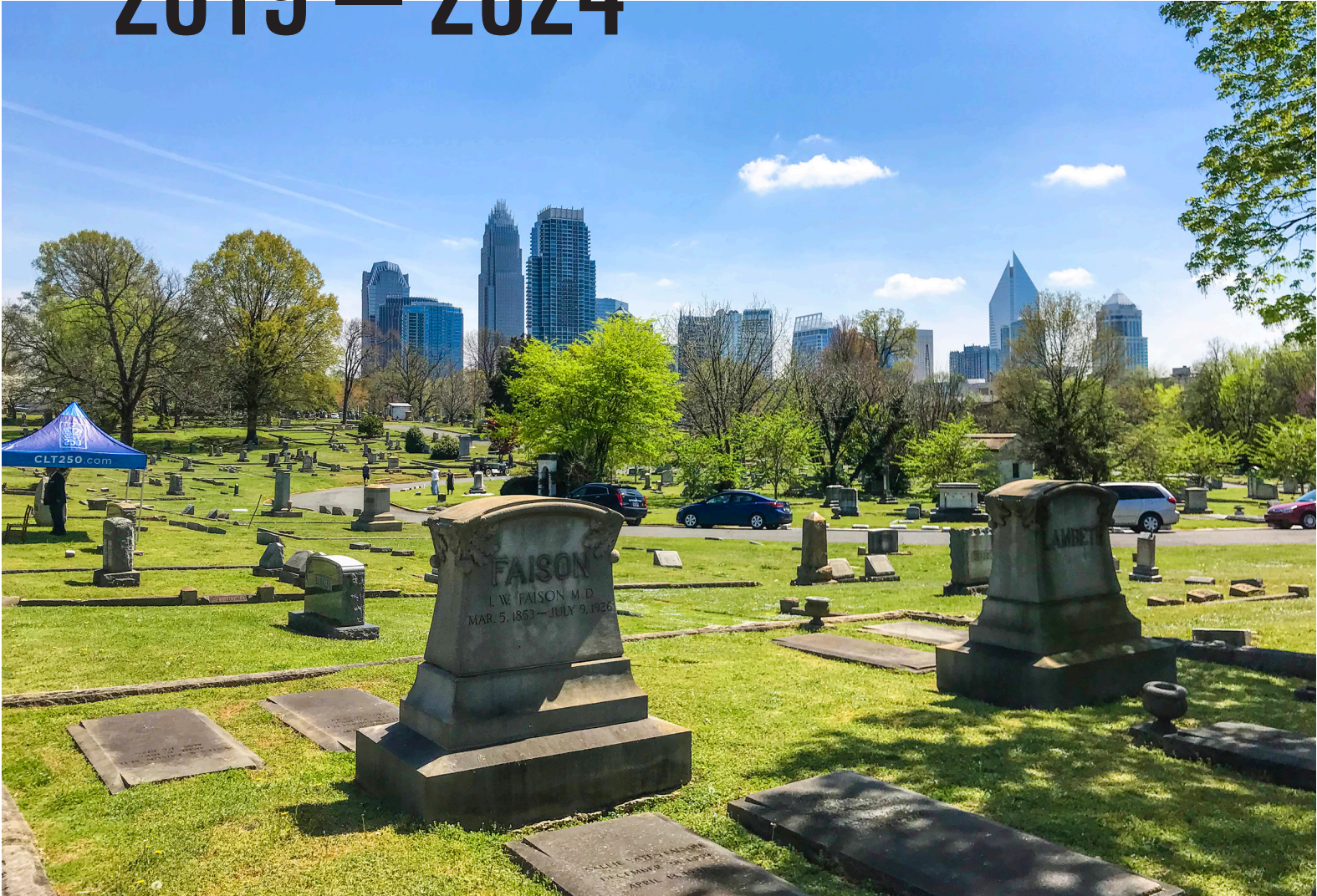


HISTORIC ELMWOOD PINWOOD, INC.

STRATEGIC PLAN 2019 – 2024



Prepared by Erik Speakman
Speakman Management Consulting

Aug. 19, 2019

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A NOTE FROM THE CHAIR

In 2018 the Friends of Fourth Ward Neighborhood Association formed and funded the Elmwood Pinewood Cemetery Committee (EPCC) with the express purpose of creating a vehicle that would restore and preserve these historic entities. The Revolutionary War era Settlers' Cemetery was later included due to community interest and at the request of the City. All three are located inside the I-277 loop that constitutes Charlotte's Center City. This document memorializes the committee's successful completion of its responsibilities, as well as future plans.

Please note that there are three city cemeteries using the word "pinewood" in their name. While we use the word "pinewood" in this document, it refers only to the 9th Street Pinewood cemetery.

Sincerely,

Lynn Weis, Chair
704.651.4183

OTHER EPCC MEMBERS

Kyle Bridges, Charlotte Center City Partners
Robin Cochran, Community
Jim Shannonhouse, Community
Bill Bibby, City



HISTORIC ELMWOOD PINEWOOD, INC.

STRATEGIC PLAN

BACKGROUND

As Charlotte Center City continues to grow in density, green space will be at a premium. Originally designed to have a park-like atmosphere, Elmwood and Pinewood Cemeteries encompass more than 70 acres of public space that is home to some of the greatest traces of Charlotte's history. Nearby Settlers' Cemetery encompasses half a city block surrounded by residential buildings.

VISION STATEMENT

We envision Elmwood, Pinewood and Settlers' Cemeteries as the center of history and serenity for people who live, work and visit in Uptown Charlotte.

MISSION STATEMENT

Historic Elmwood Pinewood, Inc. partners with the City of Charlotte to preserve, restore, enhance and share the original historic and park-like atmosphere of Elmwood, Pinewood and Settlers' Cemeteries.

VISION FOR 2024

Elmwood, Pinewood and Settlers' Cemeteries are destinations - recognized, appreciated and enjoyed by an increasing number of diverse neighbors, visitors, supporters and community leaders as peaceful historic cemeteries with a parks-like atmosphere in Uptown Charlotte. This will be enhanced through the following:

- Support implementation of the City's Cemetery Master Plan, including extensive restoration, period landscaping and infrastructure improvements, digital apps, enhanced accessibility and security
- Develop a Visitors Center to house a gift shop, office space and education center
- Construct an onsite greenhouse and columbarium
- Produce and support branded and respectful major public events, tours, education and outreach activities
- Enhance relations and partnerships with the City
- Install well trained and retained staff, volunteer corps and governance board
- Employ an Executive Director, Program Director and Fundraising mechanism
- Develop a large volunteer corps to conduct tours and aid maintenance and assist with events
- Formalize a diverse Governance Board and Executive Committee active in fundraising community awareness and outreach that is supported by a Board of Advisors

Secure revenue streams from the following:

- Generate sustainable operational finances from diverse funding streams that leverage individual donations, foundation and corporate support, and earned income
- Conduct a capital campaign for the creation of an initial endowment



Right image: Greenhouse from Oakland Cemetery in Atlanta, GA

3 – YEAR STRATEGIC OBJECTIVES

Mission- Services Objectives

- Restore 500 headstones, improve entrance and signage, enhance security in partnership with the new Charlotte Mecklenburg Central Division police station to be built across from the main entrance, assist in achieving Level 2 Arboreta and more period piece gardens and landscaping.
- Promote an active cemetery with year-round guided tours and digital GIS tours, and at least a monthly event that is some combination of enjoying the greenspace, learning about the history of Elmwood, Pinewood and Settlers' Cemeteries and the City of Charlotte, socializing with neighbors, and spurring productive dialogue about Charlotte's past, while preparing to teach others on cemetery restoration and maintenance.

Marketing, Community Awareness and Communications Objectives

- Enhance community awareness via marketing, outreach, advocacy, public relations and community events, especially leveraging Charlotte Center City Partners (CCCP) and Friends of Fourth Ward (FOFW) contacts and efforts; initially with Uptown Charlotte residents, funders/foundations and government officials leading to enhanced attendance, volunteers, support and donations.
- Enhance communication with key internal stakeholders, including the City, to strengthen coordination and collaboration.

Fund Development/Finance Objectives

- Raise \$150,000 for 2021 annual operations from individual giving, primarily from families with ancestors buried in the cemeteries, corporate and

foundation support and sponsorships, planned giving and earned income.

- Raise \$5 million for restoration, construction, renovation, landscaping and an endowment that leverages public/government funding with major donors and planned giving, foundation funding, sponsorships and naming rights, and corporate support.

Human Resources Objectives

- Hire full time Executive Director, part-time Program Coordinator and part-time Development Consultant; develop a formal volunteer program with at least 50 volunteers that leverages them in tours, events and other programming.
- Created a Governance Board involved in community relations and fundraising via effective working committees and ongoing Board development and an Advisory Board focused on providing expert advice and building awareness among potential supporters

Facilities and Operations Objectives

- Partner with the City via a Memorandum of Understanding (MOU) for developing a facility for housing staff and gift center, restoring 500 headstones, support City in construction of an inviting and period grand entrance, road and tree signage, and landscaping to be a Level 2 Arboreta; and develop needed utilities, including water and wastewater.
- Develop internal infrastructure, operations, standard operating procedures and partnerships to expand the scale of restorations and programs, including tours and events.



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INITIAL PRIORITIES FOR IMPLEMENTATION

- Build better community awareness, initially with those who have expressed interest in the cemeteries and surrounding neighborhoods, including seeking their feedback on draft plan.
- Develop a formal MOU between City and Historic Elmwood Pinewood, Inc.
- Work with City to develop rules/procedures for residents who desire to hold events at the Cemetery, including a permitting process.
- Create marketing strategy to include brand/logo, promotional booklet, website and social media channels.
- Create 501(c)3 and recruit a board of advisors and board of directors with a diversity of backgrounds and adopt bylaws.
- Develop initial programming to include the Friends of Fourth Ward Garden Tour and Voices from the Past with Mecklenburg Historical Association (MHA); Halloween tour; City Walks; Film Screenings and 5-K race conducted with support of other organizations.
- Support the City's Master Site Plan (MSP), coordinate with key stakeholders to agree on initial implementation priorities for the MSP that will include commitment to period appropriate improvements to Pinewood section.
- Enhance landscaping, initially overgrown vegetation.
- Advocate for hardscape and infrastructure improvements – initially water and sewer lines, storm water, and new walls.
- Develop a formal policy on signage – and install initial needed signage – including need to submit a permit for any large parties/gatherings at the Cemeteries.
- Design a historically appropriate and welcoming 6th Street entrance.
- Fund architecture drawings for Gardener's House restoration.
- Seek funding, initially from families of buried descendants, then by prospecting foundation funding for part time staff, and initial programs and restoration.
- Create individual giving levels by end of October 2019, and develop naming and sponsorship opportunities and rights.
- Recruit more volunteers, focusing on partnering with MHA in creating docents for conducting tours.
- Develop inventory map of location of notable individuals buried in the cemetery.
- Work with City, begin development of a historic landscaping plan.



PERFORMANCE METRICS/ OUTCOMES

How We Evaluate Our Progress

Program Outcomes

- Media and social media hits
- Number of visitors and number of diverse visitors - including tracking of where visitors are coming from.
- Number and attendance of tours (personal and smartphone app)
- Number and attendance of education/outreach programs
- Number of Cemetery wide public community and private events
- Client Attitudes and Satisfaction (via client surveys)
- Number of people entering the cemetery

Organizational Outcomes

- Program ratio (percentage of annual funds spent on programs/services)
- Total annual funds raised
- Total number of donors
- Number of volunteers and volunteer hours
- Total amount of Board Giving
- Diversity of Board members
- Percentage of Board members that donate
- Board Meeting Attendance
- Staff retention ratio



HISTORIC ELMWOOD PINWOOD, INC.

APPENDIX A:

Situation Analysis – Report

OBJECTIVE:

Gather stakeholder feedback for Elmwood Pinewood Cemetery strategic plan.¹

METHODOLOGY

Speakman Management Consulting interviewed 10 Internal Stakeholders (4 EPCC and 6 Advisory Board members) and 10 Key External Stakeholders. The responses for each question are listed below, in rank order based upon the number of similar responses.

SUMMARY OF FINDINGS

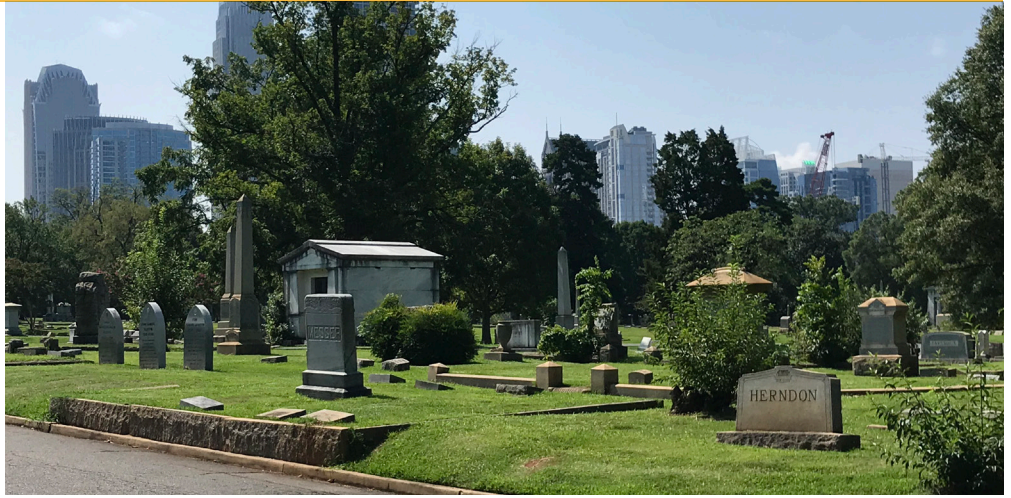
From your perspective, what is Elmwood Pinewood Cemetery’s mission or purpose in the community?

- Preserve, restore, celebrate, and share Elmwood Pinewood Cemetery with the public
- Preserves and promotes the historic and park-like atmosphere of Elmwood and Pinewood cemeteries.
- Twofold - Cemetery (hallowed ground) with Charlotte’s history, and a greenspace and park for community to rest, relax and enjoy.
- Historic cemetery - historical place in middle of downtown Charlotte.
- An active cemetery where funerals are held, and people buried - a lot of historic value.

What is your desired Vision for Elmwood Pinewood Cemetery 5 years from now and long, long-term Vision (20 years or more = what will be different, including outcomes for those served?)

- Tourist attraction by being an active cemetery, including people being buried, and park as a part of the urban fabric and Greenway/greenspace that is a key destination when visiting Charlotte, treasured by residents, visitors and employees.
- More people experiencing the Cemetery and learning with more tours, events, bike/walking lanes, and more programming, including historical information of those buried at the cemetery, and the link between those buried in Charlotte and Charlotte’s history and development
- More resources for preservation and restoration to the way the Cemetery was in the 1800s, and landscaping and hardscaping care and maintenance (but not be manicured), and be more ‘green’.
- Resources - funding (\$1.5 million budget), support, staff, board and volunteers) to implement the master plan. Plan in place for sustainable funding – combination of government funding (not too reliant on City funding) and contributions.
- Own nonprofit with own governance and advisory board that represents the neighborhood and city.
- Telling more of the story and successes of Pinewood cemetery and those leaders buried there - leading to more community awareness

¹ Settlers’ was not included in the plan at the time of the survey.



involvement and widely recognized as a key community asset - a quiet green space within Uptown Charlotte where Charlotte history is on view and people can use it as a limited use public park.

- Sustainable and diverse leadership with broad and strong support (more than people with family buried at cemetery and nearby neighborhoods).

What do you see as the top three strategic issues facing Elmwood Pinewood Cemetery?

- Finalizing a strategic plan with collaborative feedback, and an action plan to focus implementation and build more community support
- Build community awareness to lead to more support, initially with the nearby neighborhoods, potential funders, and complementary associations; while developing website and social media and email marketing.
- Leveraging current public funding and donations to develop more diverse funding including foundation and corporate support, expanded individual giving and then earned income.
- Ongoing landscaping improvements while developing Master Site Plan with priorities for restoration and preservation, and long-term program mix; and then expanding initial programs, including more tours and initial event(s).
- Creating own nonprofit/foundation dedicated to EPC with diverse governance board that helps oversee the cemetery and implement the plan.
- Developing human resources needed to implement the plan, initially more volunteers and first staff (part-time).

What are Elmwood Pinewood Cemetery's internal strengths?

- Historical cemetery – Charlotte's oldest and most visited cemetery.
- Beautiful and large green space with a lot of trees downtown (great location)
- Bill Bibby and Kyle Bridges –excellent leadership
- Good partnerships/relationships including FOFW,

CCCP and MHA

- Public/government support and funding
- Well maintained
- Cemetery is popular – cool and trendy.

What are Elmwood Pinewood Cemetery's areas needing improvement?

- Improve community awareness and advocacy, initially better communicate/educate families with those buried at Elmwood or Pinewood cemeteries and the neighbors, especially communication the cemetery is welcoming
- Improve landscaping (but be period) including remove overgrown vegetation, especially up front/entrance, and other ways to enjoy the green space
- More programming, including walking and bike tours, and more events to promote the Cemetery
- Creating a development/fundraising plan with diverse funding to implement Master Site Plan.
- More restoration – including the statutes
- Create nonprofit with governance board focused on the Cemetery with diverse representation
- Continue to improve security - Police more present, stricter enforce dog leash laws, prevent homeless from sleeping at cemetery, and more lights
- Recruit more volunteers and/or staff, initially to do tours, starting with Forth Ward residents
- Small museum and gift shop opened in the old cottage, and columbarium (long-term)
- Continued relationship and support with City of Charlotte, but become less reliant on their funding
- Continue to improve racial relationships, including conditions of Pinewood.
- Better engage the next generation (Millennials and younger) to build their interest in the Cemetery and history

What do you think are the greatest external opportunities facing Elmwood Pinewood Cemetery now and in the future?

- Build on current support with opportunities for government, nonprofit and corporations to support and fund



- Earned income from paid events and gift shop, including wedding - but events that do not damage the Cemetery.
- More events and tours, including school tours at the cemetery - more events that tell history including civil rights and post-Civil War
- Uptown gentrification and younger nearby residents - more community involvement and volunteer opportunities
- Partner with MHA to tell more of Charlotte's history, and arts community and nearby breweries for events, also partner with Cultural tourism.
- More volunteers including conducting tours
- City/government actively involved and supportive
- Popularity of Uptown greenspace, including extending greenway to Cemetery
- Building community awareness via Storytelling and involving neighbors in planning

What do you think are the greatest external challenges facing Elmwood Pinewood Cemetery now and in the future?

- Ability to raise funds for the cemetery and ongoing restoration and preservation – City not likely to increase funds allocated to Cemetery
- Building awareness and promoting the cemetery
- Creating appropriate balance of being a cemetery and a park
- Getting volunteers, especially since Charlotte is below national average in volunteering
- Changing demographics of neighborhood – younger wanting to be cremated and not buried and not as affluent
- Past Racial tensions – but nearly all do not feel it is major issue now
- Competition, other organizations conducting fundraising, and seeking board and volunteers
- Confederate issue to address with plaque to address the context; describing how/why these

statutes were built

- Re-gentrification causing rising property values

How, if any, should the Board of Advisors develop and improve to best serve the mission of Elmwood Pinewood Cemetery

- Must create own board and connect with City of Charlotte
- Help to build community awareness on the Cemetery
- Seek to be more like Historic Oakland Cemetery Board in Atlanta
- Help to continue bridging difference of Elmwood and Pinewood cemeteries

What do you think should be initial priorities for implementation?

- Develop needed structure and infrastructure for implementation, including 501.c.3 and board
- Recruit more volunteers
- Seek funding to have part time staff by at least end of the year
- Build better community awareness, initially with surrounding neighborhoods, including seeking their feedback on draft plan
- Enhance landscaping, initially overgrown vegetation and at entrance
- Develop initial programming - expanded Tours and Voices of the Past - Halloween/Christmas

What outcomes would you like to see from the planning process?

- Cemetery is well maintained and becomes historical place
- Improved communication with neighborhoods and other key stakeholders

Other comments:

- After drafting the plan, attend local neighborhoods meeting – to review the draft, educate on the cemetery and seek feedback on the plan
- Okay to have people come and enjoy the cemetery – but people must respect the cemetery - including



- our family mausoleum
- Stable Old Fourth Ward community- well funded Friends of Fourth Ward (neighborhood association.
- Should not be any pushback from influential families for the cemeteries to be an active park.
- Do not think there will be conflict around the Confederacy. Those that portrayed Confederate soldiers at Voices of the Past did not think conflict. We are all one people in a cemetery.
- Past controversy at EPC - railroad wanted to move graves to expand railroad. At that point some wanted to close down the cemetery as a park; however, the 'park side group won', and I do not think this will be an issue moving forward. Okay to face up to past racial issue and bad things that were done
- Need to create nonprofit for EPC to raise the needed funds for implementing a master plan and getting volunteers and staff needed.
- Why does this work not involve Settlers' Cemetery?
- What will the cemetery be like in 50 years?
- I am okay with anything Bill wants to do! Advocate for Bill Bibb and continued support of the Cemetery.
- Need to recruit African-American and other diversity to support, including members on the board, and engage them in the planning process.
- Partner with the breweries to do an event.
- Is the City Council supportive of cemeteries?
- Must include Settlers' Cemetery
- Several prominent citizens have complained to their Councilperson about Pokemon Go. And some Councilpersons has reached out to the manufacturer to stop the Pokemon Go app in Elmwood-Pinewood.

RESPONDENTS

Internal Stakeholders

Bill Bibby	Jeff Pilon
Kyle Bridges	Jim Shannonhouse
Diane Carter	Jean Summerville
Robin Cochran	Agnes Weisiger
Chuck Lockwood	1 via SurveyMonkey

Key External Stakeholders

Larken Egleston <i>Council Member</i>	Lynn Mintzer
Justin Harlow <i>Council Member</i>	David Snapp
Quin Hall	Randy Thomason
Bill Hart	
Linda Dalton	
Zach Lynn	



HISTORIC ELMWOOD PINEWOOD, INC.

APPENDIX B:

Community Feedback Situation Analysis – Report

METHODOLOGY

Speakman Management Consulting conducted an online survey with 102 Community Stakeholders responding. The responses for each question are listed below in rank order based upon the number of similar responses.

SUMMARY OF COMMUNITY SURVEY FINDINGS

- 102 respondents – 50 (49%) from 4th Ward Neighborhood
- **Frequency of Visit:** 32% less than 1 month, 16% few times week, 14% a few times a month, 13% once month; 12% never; 8% once a week, 4% every day (4th Ward residents visit more often)
- **Mission:** top words mentioned = history, cemetery and greenspace
- **Desires for Future:** Better up keep and utilized park and cemetery that all feel safe, enjoy and exercise. Top words mentioned: cemetery, safe, people, walk, park, history, landscaping, space/place, preserve
- **Top Cemetery Strengths:** beautiful/large greenspace with lots of trees (80% of respondents), historical cemetery (79%), location (65%), well maintained (36%), other (16%), The City Staff that operates and maintains the cemetery (13%), Good partnerships and relationships with neighborhoods and other organizations (10%)
- **Top Areas to Improve:** landscaping, but be historical (73% of respondents), continue to improve




security (57%), more restoration (55%), more programs/events (48%), community awareness and communication (42%), better engage visitors (37%), create nonprofit focused on the cemetery (24%), other (19% - responses included more trees, and dogs off leashes)

- **Top Opportunities:** extend greenway/bike path thru cemetery (67% respondents), engaging more volunteers (42%), more events and tours (41%), partnering for large social event (28%), earned income from hosting other events, including weddings (21%), other (19% - most other responses do not want to see large parties at the Cemetery), developing a gift shop (13%).
- **Top Challenges:** deteriorating infrastructure (54% of respondents), fundraising (53% respondents), keeping dogs on leashes and not going bathroom on tombstones (46%), changing demographics of nearby neighborhoods (29%), other (26% - most responses mentioned security and homeless)
- **Differences of 4th Ward Responses Compared to Other Responses:** visit more often, mentioned resting place and honoring in mission response, more concerned with safe and safety, know and see city staff as a strength, would like to see more programs and events (but must still be respectful for those buried and not damage anything), more concerned about deteriorating infrastructure, and not as concerned about dogs (but want a dog park)



APPENDIX C: Strategic Implementation Timeline

2019 Priorities as of 8/20/2019

Goal	Due Date	Responsible Person	Completion/Next Steps	Status
1. Build better community awareness, initially with those who have expressed interest in the Cemetery and surrounding neighborhoods, including seeking their feedback on draft plan.	Ongoing	Program, Community Relations and Marketing Committee	<ul style="list-style-type: none"> Handout on the strategic plan was produced and distributed More community outreach – FOFW, and CCCP 	
2. Develop initial programming to include the FOFW Garden Tour, Voices from the Past with MHA; Halloween Tour, City Walks, Film Screenings in partnership with Joedance Film Festival and 5K race.	Ongoing	Program, Community Relations and Marketing Committee	<ul style="list-style-type: none"> Expend number of tours in the fall. Joedance film screening on September 21st. Jim Thompson, on Advisory board is working on 5k race with Zach Lynn to help most likely in Spring 2020. Will generate profit for HEPI if over 500 participants. Limited CCCP funds (\$1,000 - \$2,000) can sponsor HELPI events. 	
3. Create 501©3 and recruit a board of advisors and board of directors with a diversity of backgrounds and adopt bylaws.	8/30/2019	Lynn and Allen	<ul style="list-style-type: none"> Allen Robertson of Robinson, Bradshaw and Hinson and Board Member is finalizing documents – finalizing bylaws with Lynn Weiss to finalize, then will file for incorporation. Next board meeting in August after incorporating. Elect Committee Chairs at August Board meeting then convene Task Forces/Committees - Finance and Resource Development, Program, Community Relations and Marketing, and Facilities, Grounds and Infrastructure Committee Continue to recruit diversity to the Board and Board of Advisors. 	
4. Finalize formal MOU between City and HEPI	9/30/2019	Bill	<ul style="list-style-type: none"> Completed by the end of September 	
5. Work with the City to develop rules/procedures and permitting process for residents that desire to hold an event at the cemeteries with a large gathering.	9/30/2019	Lynn and Bill	<ul style="list-style-type: none"> Will be part of the MOU. Fees, permits and process will be the responsibility of HEPI and the city will retain the right to approve and permit at submitted for use of cemeteries by outside entities. 	
6. Establish individual giving levels by end of October 2019, and develop naming and sponsorship opportunities and rights.	10/30/2019	Finance and Resource Development Committee	<ul style="list-style-type: none"> Erik to Oakland Cemetery giving levels. 	
7. Seek funding, initially from families of buried descendants, then by prospecting foundation funding for part time staff, and initial programs and restoration.	11/30/2019	Finance and Resource Development Committee Jim	<ul style="list-style-type: none"> Meeting with Hugh McColl – supports the effort – Shannonhouse to follow-up on funding. Meet with Brian Collier at Foundation for Carolinas for funding. After ratifying the strategic plan, then conduct funding campaign with Board of Advisors, and families with buried descendants most likely to donate. 	

Goal	Due Date	Responsible Person	Completion/Next Steps	Status
8. Create marketing strategy to include brand/logo, website and social media channels.	12/31/2019	Program, Community Relations and Marketing Committee	<ul style="list-style-type: none"> Social media and website and initial focus, then creating a handout with info on HEPI, and the cemetery with a map that highlights a few notable figures buried in the cemetery. Finalize logo at next board meeting - Bill will give image of emblem and Robin is having graphic designer create an option based on iconic angel in the cemetery. 	
9. Develop inventory map of location of notable individuals buried in the cemetery.	11/31/2019	Robin	<ul style="list-style-type: none"> Jim, Lynn, Robin and Bill mapped out section A in May. Robin, Lynn, Jim (and recruit) Randy Thomason) to continue mapping process. 	
10. Recruit more volunteers, focusing on partnering with Mecklenburg Historical Association in creating docents for conducting tours.	12/31/2019 Ongoing	Bill and Linda	<ul style="list-style-type: none"> Lynn, Bill, Linda and David Snapp can give tours now. Bill and Linda to begin volunteer docent program. 	

2020 GOALS

Goal	Due Date	Responsible Person	Completion/Next Steps	Status
11. Support city's Master Site Plan process funded by the City – coordinate with key stakeholders to agree on initial implementation priorities for the Master Site Plan that will include commitment to period appropriate improvements to Pinewood section – MSP to be completed by spring of 2020.	2020	Facilities, Grounds and Infrastructure Committee supporting the City	<p>Support City in the process</p> <ul style="list-style-type: none"> Start/Prioritize Cemetery Sixth Street Entrance Advocate for hardscape and infrastructure improvements – initially water and sewer lines, storm water, and new walls Develop a formal policy on signage – and install initial needed signage – including need to submit a permit for any large parties/gatherings at the Cemetery Enhance landscaping, initially overgrown vegetation. 	
12. Work with City to develop a historic landscaping plan.	2020	Facilities, Grounds and Infrastructure Committee	<ul style="list-style-type: none"> Jim, Lynn, Robin and Bill mapped out section A in May. Robin, Lynn, Jim (and recruit) Randy Thomason) to continue mapping process. 	

APPENDIX D:

Board Development

BOARD OF DIRECTORS

Lynn Weis	Linda Dalton
Robin Cochran	Agnes Weisiger
Kyle Bridges <i>CCCP Representative</i>	Jean Summerville
Bill Bibby <i>Ex Officio: City of Charlotte Representative</i>	Alma Green
Jim Shannonhouse	Zack Lynn <i>FOFW Representative</i>
Randy Thomason	Ginny Woolard
	Allen Robertson

BOARD OF ADVISORS

Diane Carter	Camilla Turner
Michael Styers	Charlotte Cannon
Michelle Styers	Rhyne Cannon
Lynn Mintzer	Scott Cannon
Jeff Pilon	Tom Hanchett
Johno Harris	Jim Thompson
Johnny Harris	Ginny Woolard
Luther Lockwood	Louise Ripple
Chuck Lockwood	Sally Robinson

KEY ROLES AND RESPONSIBILITIES

Strategic Planning and Policy Development

- Determine the organization's Mission, Values and Vision
- Determine and strengthen the organization's programs and service
- Develop appropriate policies to guide staff and other resources
- Establish and monitor progress of strategic objectives

Financial and Operational Oversight

- Fiduciary Responsibility through financial oversight, including approving and overseeing budget and finance
- Establish and monitor key performance metrics
- Ensure legal and ethical integrity

Resource Development

- Establish fundraising goals
- Ensure adequate resources
- External and Community Relations
- Enhance the organization's public standing and image

- Represent and build relationships with key community constituents; and oversee committees, task forces and volunteers
- Serve as spokesperson/ambassador to speak on behalf of the organization

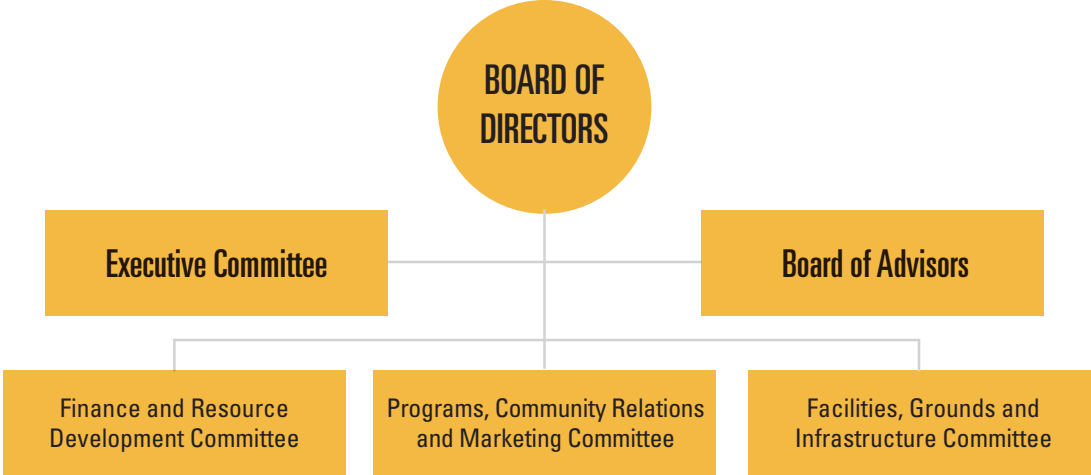
Board Development and Management

- Establish desired board profile and board member criteria
- Recruitment, orient and educate new board members
- Oversee board and individual board member accountability and assessment

(Long-term) Identify, hire, terminate and manage the Executive Director – not rest of the staff

- Select the Executive Director
- Establish priorities and assess the Executive Director's performance
- Support the Executive Director's growth and development

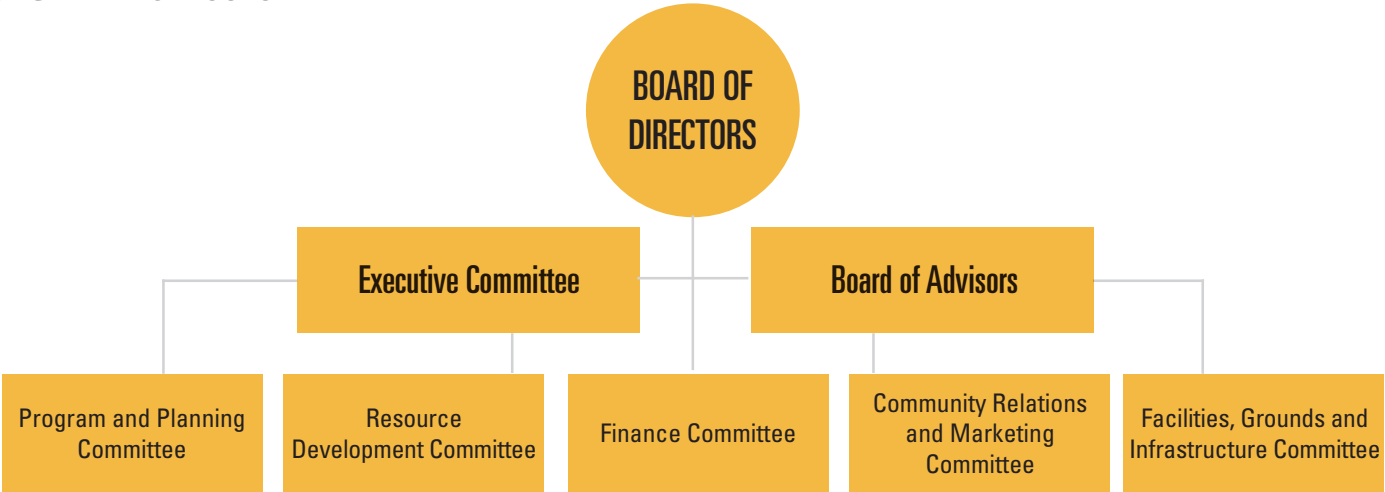
SHORT-TERM STRUCTURE



INTERMEDIATE STRUCTURE



LONG-TERM STRUCTURE





COMMITTEE ROLES

The Executive/ Committee

Chaired by the Board Chair and consisting of the Chairs of the four functional standing committees, and the Board's Officers (Chair, Vice Chair, Treasurer, and Secretary); the Executive Committee is responsible for the effective functioning of Historic Elmwood Pinewood Inc.'s Board of Directors and Board of Advisors, and for the maintenance and development of the Board-Executive Director working relationship, in this capacity being accountable for:

- Acts in place of the board between board meetings in the manner prescribed by the bylaws and as expressly delegated by the board; and reports any actions to the board in a timely fashion.
- Oversee the function of the Board of Directors and Board of Advisors, which involves giving direction and coordinating the work of the other standing committees.
- Work with the entire board to set and monitor Board and Board of Advisors member performance expectations, and Board and Board of Advisors member performance.
- Develop and annually update (with full board input) a profile of preferred Board and Board of Advisors member attributes and qualifications.
- Develop and execute recruitment strategies to ensure that qualified candidates are appointed to fill Board and Board of Advisors vacancies.
- Develop and oversee execution of a formal Board of Directors and Board of Advisors member recruitment and capacity building program, including such elements as orientation of new members, continuing education and training, and a mentoring program pairing new Board of Directors and Board of Advisors members with senior Board members.
- Develop and oversee a volunteer recognition program for board, members and other volunteers.

Long-Term

- Ensure that the Executive Director's job description is updated as necessary to reflect changing needs, priorities, and resources.

- Annually negotiate Executive Director performance targets and annually or semi-annually evaluate progress in achieving these targets.
- Direct and coordinate the affairs of the Board and Board of Advisors, making sure that the standing committees work together effectively.

Program and Planning Committee (initially conducted along with Community Relations Committee working with Cemetery Director)

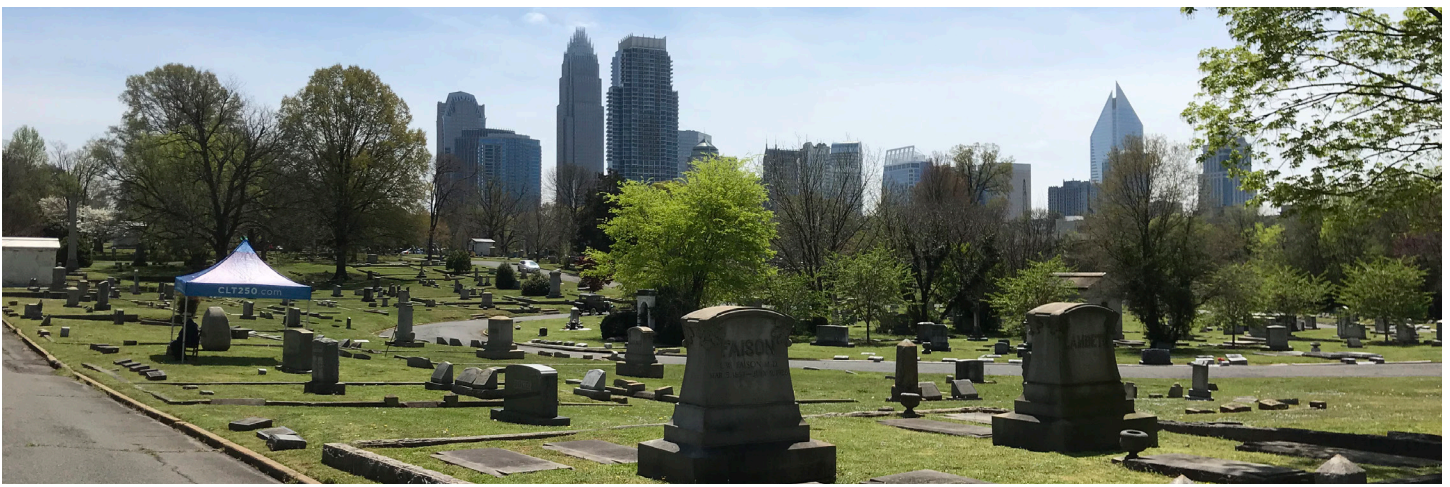
The Program and Planning Committee is accountable for developing and leading the Board's participation in all of Historic Elmwood Pinewood Inc.'s planning, and program development and coordination, in this capacity:

- Oversee strategic planning for Historic Elmwood Pinewood Inc., including host and prepare for an annual Strategic Planning Implementation Retreat.
- Monitor implementation of the strategic plan, including working with the Executive Director and Cemetery Director in monitoring and reporting progress of the annual action plans. The annual priorities for these annual action plans will be approved by the full board.
- Work with the Executive Director and Cemetery Director, and outside partnering organizations to develop annual program plan, including tours and events.
- Work with the Executive Director to develop a coordinated operational structure that efficiently utilizes the resources and expertise of the staff.
- Review performance measurements (metrics).

The Finance and Resource Development Committee

The Fundraising and Resource Development Committee is accountable for overseeing organization's operational and financial performance, including preparation of the annual budget; and coordinating and overseeing all activities associated with obtaining the financial and in-kind resources that Historic Pinewood Elmwood Inc. needs to meet its annual budget:

- In concert with Cemetery Director, this committee develops the long-range financial plan and yearly



operational budget for board approval.

- Reach agreement with the Executive Director on the key elements of a program and financial reporting process, including the content, format, and frequency of performance reports to the Board, and overseeing implementation of the process.
- Review performance measurements (metrics), including monitoring the implementation of the budget.
- Review performance reports in committee meetings and report financials to the full Board, including educating the board on nonprofit financial reporting and trends affecting the organization's finances.
- Review internal and external audit reports and overseeing corrective actions. This includes, if needed, convening an annual Audit Committee to conduct the audit.
- Develop a risk management plan for the organization.
- Work with staff to develop an annual Resource Development Plan, including reviewing the case statement for any fund appeal.
- Advises the board on the financial goals of the annual campaign.
- Assist staff in cultivating funding sources.
- Assist staff in providing the resources to conduct special events, annual campaigns, foundations campaigns and corporate campaigns, as indicated by the Resource Development Plan
- Host an Annual Board and Board of Advisors campaign the goal of which is to reach 100% annual board giving.
- Develop, coordinate, monitor and establish leadership for capital campaigns of the organization.
- Work with staff in developing members, contractors/vendors, and alumni contribution campaigns.
- Facilitates the inclusion of all board members and other volunteers in fund- and friend-raising activities.

The Community Relations and Marketing Committee

The Community Relations and Marketing Committee is responsible for maintaining effective relationships with Friends of Elmwood Pinewood Cemetery's various constituencies, and for making sure that volunteer involvement in the Friends of Elmwood Pinewood Cemetery's programs is highly productive and satisfying, in this capacity:

- Work with Executive Director and CCCP to develop an annual marketing and community relations plan, including a master calendar for organization promotion.
- Work with Executive Director to develop an annual Communication Plan – including communication with members
- Review visitors' members and community surveys and reporting survey results to the Board as appropriate.
- Ensure that the organization's image is regularly updated.
- Manage and overseeing relationship building with key internal and external stakeholders.
- Manage all recommendations of any advocacy policies and strategies the organization supports.
- Ensure an organization presence at appropriate community functions, forums and activities.
- Monitor relationships with any other task forces or committees.
- Monitor volunteer involvement (in addition to board volunteers), identifying opportunities for improvement, and ensure that such opportunities are taken into consideration in the organization planning process.

Building, Grounds and Infrastructure Committee

The Building and Grounds Committee is responsible for working with the City of Charlotte and Cemetery Director in overseeing the planning, implementation and maintenance of all of the properties, facilities, landscaping, hardscaping and grounds.

- To review and present to the Board concerning recommendations of all matters pertaining to the facilities and real property owned or occupied by

- Historic Elmwood Pinewood Inc.
- To review Master Plan implementation progress and to make appropriate recommendations for action to the Board.
- To ensure adequate maintenance for all facilities and properties for a safe, healthful environment for visitors, staff and volunteers.
- To work cooperatively Cemetery Director and Executive Director in developing short and long-range prioritized maintenance schedules.
- To support Cemetery Director and Executive Director to work cooperatively with the staff leadership in preparing the annual maintenance budget.
- To evaluate and investigate any building or grounds matters as directed by the Board.
- To gather information related to and make recommendations to the Board regarding the acquisition and/or sale of buildings and property.
- Advocate and implement historic preservation and beautification tactics in cemeteries.

GUIDELINES FOR EFFECTIVE COMMITTEES

- If possible each board member is assigned to only one standing committee (not including the Executive Committee). This will ensure that each standing committee has a critical mass of members and will guard against Board members' over extension.
- All board members and Board Advisors are able to attend and participate (but not vote) on other committees to which they are not assigned, excluding the Executive Committee.
- Committee chairs bring relevant interests, experience and skills to the task and should be willing and able to commit the required time.
- To qualify as a committee chair, a Board member should have served at least a year as an active member of that committee.
- The term length of a committee chair and all board officers should be two years.
- Committees should receive strong staff support, including the preparation of agendas and reports to the board (long-term).
- All matters coming to the full Board should go through the appropriate standing committee and be introduced by committee members.
- No action items should be introduced directly to the full Board, without having come through the appropriate committee.
- Committee members should make all reports to the board.
- Each standing committee should develop an annual set of priorities and work plan.

- Each committee is permitted to have non-board members with needed subject matter expertise to participate and attend (but not vote) at committee meetings.

ONGOING BOARD DEVELOPMENT

Assign responsibility for ongoing board development of the Board of Directors and Board Advisors to the Board's Executive Committee

Strengthen Board Member Recruitment and Development, including:

- Regularly updating the board profile, and develop annual recruitment objectives and goals.
- Require nominations from all board members.

Annually develop Board capacity building plan, including:

- An orientation program for new Board members that pays considerable attention to the role, functions, and structure of the Board.
- Education and training programs aimed at building board member skills.
- A mentor program that assigns each new Board member to a senior member, who will during the new member's first six months provide advice and counsel aimed at making the new member a fully productive participant in the Board leadership process.

STRENGTHEN THE BOARD AND EXECUTIVE DIRECTOR RELATIONSHIP

One of the Board's priorities should make maintaining a close, positive working partnership with the Executive Director (when hired)

- Develop a detailed Executive Director position description covering the major areas of Executive Director performance.
- Put a well-designed Executive Director evaluation and growth development process in place.

Draw on the Executive Director position's description that has been adopted, have the organization Board's Executive Committee annually negotiate performance targets with the Executive Director and monitor the Executive Director's performance during the year against these targets. The targets should relate directly to the use of the Executive Director's time and direct accomplishments, above and beyond the operational targets that are set through the formal planning process.

HISTORIC ELMWOOD PINWOOD, INC. BOARD MEMBER COMMITMENT & AGREEMENT

As a Board Member of Historic Elmwood Pinewood Inc., I agree to:

- Remain knowledgeable about the organization’s mission, vision and strategic objectives.
- Attend and well prepared for least 75% of the board and committee meetings.
- Serve as an ambassador in representing and supporting Historic Elmwood Pinewood Inc. within the Charlotte community
- Identify and/or cultivate donors and make a personal financial contribution of at least \$1,000 to Historic Elmwood Pinewood Inc. annually.
- Help identify and/or cultivate relationships with donors and prospects for Historic Elmwood Pinewood Inc. funding.
- Participate in ensuring sound financial management of Historic Elmwood Pinewood Inc.
- Participate on at least one standing committee.
- Participate and be fully engaged in Historic Elmwood Pinewood Inc. policy and strategy development, but not specific operational issues.
- Seek out volunteer and other opportunities to experience Historic Elmwood Pinewood Inc.’s mission, including attending public community events.
- Accept, support and participate in Board decisions and respect Board confidentiality.
- Identify and/or recruit qualified new Board members, including recommending a replacement upon the end of my term.

ACCEPTED _____

NAME (Print) _____

DATE _____

HISTORIC ELMWOOD PINWOOD, INC. BOARD OF ADVISORS MEMBER COMMITMENT & AGREEMENT

As a Board Member of Historic Elmwood Pinewood Inc., I agree to:

- Provide feedback but not voting on Board decision
- Remain knowledgeable about the organization’s mission, vision and strategic objectives.
- Serve as an ambassador in representing and supporting Historic Elmwood Pinewood Inc. within the Charlotte community.
- Annually donate an amount that is financially comfortable - preferably at least \$500 to Historic Elmwood Pinewood Inc. annually. Consider making Historic Elmwood Pinewood Inc. one of the top 3 organizations I support.
- Help identify and/or cultivate relationships with donors and prospects for Historic Elmwood Pinewood Inc. funding.
- Participate on at least one standing committee.
- Seek out volunteer and other opportunities to experience Historic Elmwood Pinewood Inc.’s mission, including attending public community events.

ACCEPTED _____

NAME (Print) _____

DATE _____



CONTACT

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