



Stanley Lasker Richter Memorial Park Master Plan

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Prepared for the Richter Park Authority

2008





Stanley Lasker Richter Memorial Park

Master Plan

2008

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JLD





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Richter Park is a place for the residents of Danbury to enjoy recreation and culture through the venues of golf, art, performing arts, hiking and tennis. It is a destination where a Danbury resident can play a national caliber golf course, enjoy critically acclaimed musicals, view the work of local artists, dine at a gourmet restaurant, explore the verdant hills that surround pristine lakes and ponds. It is a peaceful place, a place to relax, a place to be with friends and neighbors. It is a place that Danbury can be proud of.

But Richter has challenges. Competition from more recently built golf courses, financial pressures, and inconsistent management have brought stresses to the park. Therefore, the City of Danbury and the Richter Park Authority decided to develop a master plan for the park. It was divided into two parts: this plan, which is an overall master plan and a physical improvement plan of the the golf course designed by Mark Mungeam (see appendix). This part of the Richter Park master plan is meant to provide a road map to recapture and expand the dream of Richter Park.

The Goal of the Richter Park Master Plan.

According to Webster's, a master plan is a plan that gives overall guidance. The City of Danbury and the Richter Park Authority understand that the Richter Park Master Plan will provide the road map to the future Richter Park. This master plan:

- **Sets the course** for the long term vision of Richter in contrast to a strategic plan which establishes 3-5 year goals.
- Enables Richter Park to **best serve existing and emerging needs** of the City of Danbury residents.
- Clarifies Richter Park's **mission as a recreational/arts facility**.
- Addresses the **short term physical, economic, administrative and communication needs** of the current Richter Park.
- Addresses the **long term physical, economic, administrative and communication needs** of the future Richter Park.
- Establishes **the role of Richter Park** within the overall Danbury landscape.
- Identifies **connecting land acquisitions** that will enhance the future role of the park.







The Dream of Richter Park

Richter Park is the result of the convergence of the dreams of two divergent groups:

- 1930's – Stanley L. Richter and his family establish a tradition of nurturing Danbury's visual and performing arts community on their property located in northwest Danbury
- 1940's – Ridgewood caddies dream of a golf course for Danbury's working class
- 1950's – Golf league is formed and is forced to play on out of town courses
- 1968 – The dream is realized as the Richter Family donates their property for the establishment of a recreation center for the City of Danbury. The Richter Park Authority is established to manage the park
- 1971 – The Stanley L. Richter Association for the Arts is established, preserving a legacy
- 1972 – The Edward Ryder designed golf course opens
- 1972 – Harold P. and Isabelle T. Farrington gift of land for hiking trails
- 1985 - Musicals at Richter debuts as a summer theater destination
- 1988 – 20 Years of Richter Park - Clubhouse and maintenance facility open, golf course improvements and non-golf recreation enhance park
- 1990s- Richter Park reaches the height of its popularity
- 2008 – 40 Years of Richter Park – top municipal golf course, longest running outdoor theater in state, established and respected arts program, new management and clear view of the future





Introduction





The Opportunities at Richter Park

Richter Park is a beautiful place with a vibrant golf and art community. Richter Park Golf Course is well respected in the golf community as a top municipal course, well worth the effort to play. The Richter Arts Association and Musicals at Richter are two organizations that have been providing well respected and critically acclaimed programs for over thirty years. This is what has made Richter Park one of the jewels of Danbury.

The foundation of this master plan is based on the following opportunities:

- Well respected, national caliber public golf course
- An active golf community
- Experienced golf professional
- Well respected arts association
- Critically acclaimed musicals organization
- Beautiful and challenging hiking trail system
- Beautiful grounds with dramatic water features
- Extensive open space surrounding Park
- Well respected restaurant
- Revitalized authority
- New and visionary management





Introduction





The Challenges at Richter Park

At the start of this master plan process, **Richter Park** had many challenges that needed to be addressed in order to continue to be the high quality recreation and cultural venue for the City of Danbury. This master plan provides strategies to address these following challenges:

- Aging infrastructure and facilities
- Aging golf course that has some issues competing with newer courses
- Limitations of the site and location
- Water and utility issues
- Financial issues
- Administration issues
- Negative perception regarding customer service and cost
- Relationship of arts organizations with Richter Park Authority
- The City of Danbury focus on Citycenter and the Ives Center for the Performing Arts as the main venues for visual and performing arts
- Limited public access with no mass transportation





The market position of Richter Park

Richter Park is a local recreation destination with national (and some international) recognition for its golf course. The recreation is for the most part active and structured in the form of golf, tennis, or cultural events such as musical performances and art shows. The passive recreation consists of walking and hiking either on the golf course or the marked trails.

The Trends

- Outdoor recreation is trending towards more **structured family activities** and Richter is in the position to provide these types of activities
- Golf's demographic is changing from a white male user to a **family user that includes women and young golfers**. Richter can position itself as the family golf venue providing a more friendly environment for women and more golf activities targeting young golfers
- **Green building and green golf** are becoming mainstream building practices and Richter can position its transformation to include these practices
- The Arts demographic is changing from a traditional viewpoint to a **multimedia viewpoint** and Richter can position itself to include this generation of artists through the thoughtful renovation/expansion of the Richter House
- Economic stresses of the credit crunch and fuel costs have created an **opportunity for local destinations** to capitalize on recreation dollars that would have gone into long distance travel. Richter can position itself to provide day to weekend experiences for the local traveler
- **Protection of watersheds and greenway creation** are currently fundable public projects and Richter's location provides it with opportunities to capitalize on these funds
- New state **historic preservation funding** has opened the Richter House up to realistic funding for study and renovation of the Richter House





The Richter Park users

- Reports for golf are limited to resident/nonresident breakdown of 65-75% resident to 25-35% nonresident since 1999 with totals ranging from 35,000 to 45,000 rounds per year
- Tennis is a minor active recreation activity in the park
- There is no information on hiking or walking but anecdotal information indicates that walking is a very important activity at the park
- The Richter Arts Association does not have accurate reports but indicates that many of their programs draw 50-100 people
- The Musicals at Richter indicates that they have 300-500 person audience per performance
- The Richter Park website states that the park has 70,000 visitors per year

The demographics of the City of Danbury

- Danbury consists of approximately 75-80,000 residents (projected to be 81,500 by 2012)
- Population is 1,870/square mile (the state average is 709/square mile)
- 51% female/49% male
- 68% white, 15.8% Hispanic, 6.8% African American, 12.4% other with 27% foreign born (the average foreign born for the state is 10.9%)
- Median age is 37 (the state median age is 39)
- Median household income is \$65,161 in 2007 (the state median income is \$65,859)
- 29% have high school diploma, 21% have some college, 27% have bachelor degree
- 42% of Danbury business is in the service industry
- The top five employers
 - City of Danbury schools
 - Danbury Hospital
 - CARTUS
 - GE Commercial Finance
 - Pitney Bowes





The demographics of golf *(as per the 2007 National Golf Foundation report “ US Golf Industry Overview”)*

- Industry indicators
 - Golf Participation
 - Core golfers defined as those playing eight or more rounds per year are down 11% from the year 2000
 - Rounds played are down 3%
 - Increase in occasional golfers defined as those playing less than eight rounds per year but these golfers only account for one in 10 of all rounds played
 - Connecticut household participation in golf is at 17.2-20.7% range with the national average being 18.5%
 - Male users are down 0.7% for core golfers but up 10.5% for occasional
 - Female users are down 9.0% for core golfers and 1.8% for occasional
 - Junior golfers are also down by as much as 13.2%
 - Range Users are up 20.4%
 - Rounds Played
 - After September 11, 2001, rounds decreased by 4.5%
 - Rounds have improved but are still 3% below 2000 levels
 - Rounds have increased in private courses over 2005 by 1%
 - Rounds have increased in public courses over 2005 by 0.7%
 - Rounds have increased in Northeast over 2005 by 1%
 - Golf Course Development
 - Trend is zero growth as closures outpace openings of new golf courses
 - Real Estate facilities dominate golf course openings
 - 2006 openings
 - 56% daily fee
 - 36% private
 - 8% municipal
 - The peak of the openings was 2000 at 398 and has steadily declined to 119 in 2006
 - No openings occurred in Connecticut in 2006
 - Closures are trending upward with 32 in 2001 to 146 in 2006
 - No closures occurred in Connecticut in 2006
 - Net growth of golf courses in 2006 was – 26.5
 - There are 283 18 hole golf courses under construction nationwide





- Future market for golf
 - Retention of existing golfers will need more consideration:
 - Time constraints affect ability to golf
 - Less time to devote to game
 - Family obligations
 - Cost influences decision to golf
 - Economic stresses
 - Equipment
 - Access when they are available
 - Women Golfer
 - 1/3 latent demand for the sport is women
 - Spend more per round on lessons, food and apparel
 - Judge the course on performance and customer service
 - Time constraints
 - Consider golf a social activity
 - Interested in lessons and practice facilities
 - Positive reinforcement
 - Non-embarrassing techniques
 - Emphasize methods that work with the female physique
 - Treated with respect by staff and fellow golfers
 - Amenities in the locker room and bathroom facilities
 - A Pro Shop that enhances the female shopping experience
 - Organized and accessible displays
 - Private changing areas
 - Equipment targeted to their game
 - Number one reason for leaving the game is the entry barriers
 - Young Golfer
 - Prefer more fast paced sports
 - Tiger Woods and younger professionals have increased interest
 - First Tee program has increased interest
 - Economic and time constraints adversely affect drawing in the young golfer





Richter Park's Golf Competition

- The **public daily fee** courses because they provide low cost golf with amenities
 - **Centennial**, Carmel, New York
 - Fees: \$135
 - Individual season passes
 - Corporate season passes
 - Practice facility
 - 65 tees both grass and artificial: \$8-\$10/bucket
 - bunkered target greens
 - three putting greens
 - two separate chipping and bunker areas
 - Designed by Larry Nelson
 - Banquet and Meeting Rooms up to 200 people
 - Outings, meetings, seminars
 - Partners with several Danbury Hotels
 - **Oxford Greens**, Oxford, Connecticut
 - Fees: \$95
 - Membership program
 - Corporate memberships
 - Practice Facility
 - a full driving range with grass and mat surfaces
 - 15,000 square foot putting green
 - Dining room and lounge area
 - Designed by Mark Mungeam
 - **Great River Golf Club**, Milford, Connecticut
 - Fees: \$130 including use of practice facility
 - Membership Programs
 - Small Business and Corporate membership
 - Practice Facility
 - Banquet and Corporate meetings with wireless service
 - Known for Customer Service
 - Designed by Tommy Fazio





- Other **municipal golf courses** because they provide more amenities than Richter Park:
 - **Tashua Knolls**, Trumbull, Connecticut
 - Additional 9 holes
 - Two putting greens
 - Full practice range including bunker
 - Banquet facilities for over 300 people
 - Fees: resident \$26/nonresident \$45
 - **H Smith Richardson Golf Course**, Fairfield, Connecticut
 - Practice range
 - Banquet facilities for outings only
 - Fees: resident \$25/nonresident \$50
 - **Ridgefield Golf Course**, Ridgefield, Connecticut
 - Practice Range
 - Fees: resident \$25/ nonresident \$50
 - **Putnam National Golf Club**, Mahopac, New York
 - Practice Range
 - Fees: resident/ nonresident without pass \$65







Trends in Art *(as per Rand, a nonprofit institution that helps improve policy and decision making through research and analysis)*

- Changing pattern of consumer demand
 - Increased competition for audiences due to rising incomes and greater variety of leisure time activities available to the public
 - Less free time and fragmented
 - Leisure activities are becoming more home-centered
 - Increased participation in the arts in an on-demand format
- Market for artists is volatile
 - Independent contractors rather than employees
 - Both amateurs and part-time artists play an increasing role in supplying art to the American public
- Challenging funding environment
 - Public funding is now more state and local which is driven by local economic development rather than art for arts sake
 - Private contributions are increasing in numbers but the average gift has decreased
 - Restricted and targeted contributions from private foundations which decreases the flexibility of the arts organizations
 - Many nonprofits are employing the marketing and merchandising techniques prevalent in the commercial market
- Organizational complexity
 - Intermediaries intervene between the art and the audience
 - The commercial sector has merged into larger production companies that maximize their earnings on tested themes and stars
 - Nonprofit arts subject to funding sources that dictate art for social or economic benefit
 - Art is now being divided into large organizations (commercial and nonprofit) and small art organizations catering to a niche market
- Technology in Art
 - Internet
 - Distribution can cater to a diverse audience with a direct link to artist
 - Accessible to mass audiences and reduced the demand for live performance
 - Experienced interactively rather than viewed as an object and therefore the audience is a user rather than a viewer
 - Media Arts provide a window to the future of art in America





Danbury's cultural climate

- The Housatonic region has several arts venues that complement the events and programs of Richter Park:
 - Danbury Music Centre provides local musicians of varying levels of accomplishment the opportunity to perform and bring the joy of music to themselves and to members of their community
 - Danbury Museum and Historical Society mission is to acquire, preserve, exhibit and interpret the heritage of Danbury
 - The Charles Ives Center for the Arts produces the highest quality music and other arts-related programming at the Ives Concert Park, a unique outdoor amphitheatre situated on a beautiful parcel of preserved, state owned land which includes 40 wooded acres, a pond, breathtaking gardens and public hiking trails
 - Western Connecticut State University has several programs for visual and performing arts and is planning a performing arts center for its westside campus
 - Ridgefield Playhouse produces programs of movies and events: internationally acclaimed musicians, comedy, a wonderful collection of children's performers, and community partners including The Ridgefield Symphony, The Ridgefield Opera Company, and the Aldrich Museum
 - The Aldrich Museum of Contemporary Art is a national leader in the exhibition of significant and challenging contemporary art with an emphasis on emerging and mid-career artists, a world-class innovator of museum education programs, and a vital cultural resource for our community
 - Wooster Community Art Program is a community outreach organization of Wooster School committed to providing quality art instruction and cultural awareness
- Groups that support the Arts in Danbury
 - The Housatonic Valley Cultural Alliance is a regional network that enhances the connection, collaboration, and conversation within the arts and cultural community as well as among business and other interest groups
 - Danbury Cultural Commission is a nonprofit cultural organization, chartered December, 1967 by the City of Danbury to "encourage, participate in, promote and develop acceptance and appreciation of artistic and cultural activities"





Green Trends

- ❑ Current trend in facilities and marketing is to “Go Green”
- ❑ People are actively seeking out destinations and activities that are environmentally friendly
- ❑ Can differentiate the park from competition, improve public relations and marketing opportunities
- ❑ Less required maintenance/Reduced maintenance cost
- ❑ Decreased use of fertilizers & pesticides/Reduced cost
- ❑ Reduced water requirements and irrigation/ Reduced installation and maintenance costs
- ❑ Attract more wildlife/Increased user enjoyment and desire to use facilities
- ❑ Enhances the park’s natural beauty
- ❑ Surveys show that playing quality is maintained or improved as a result of managing a course in harmony with the environment
- ❑ Best practices for chemical management reduce exposure and liability risks and decreased insurance costs
- ❑ Provides alternative opportunities for funding
- ❑ **Green Golf**
 - Allow more areas to go ‘natural’
 - Create more buffer areas
 - Proper management of irrigation schedules and systems
 - Best Management practices for chemicals
 - Best Management practices for Stormwater Management
 - Create more wildlife habitat
 - Examples of Green Golf Courses
 - Bulls Bridge Golf Club, Kent, CT
 - Red Tail Golf Club, Devens, MA
 - Town of North Hempstead Harbor Links, North Hempstead, NY
 - Turning Stone Casino Resort Golf Courses, Verona, NY
 - Cateechee Golf Club, Hartwell, GA
 - Hoover Country Club, Birmingham, AL
 - Pinehurst Resorts (8 Courses), Pinehurst, NC





□ Green Architecture

- Green or sustainable buildings use less energy and resources than conventional buildings i.e.: reduced operating and maintenance costs
- LEED Certified (lowest level) = 30% increased energy efficiency and 30% water efficiency (typical).
- Platinum Level (Highest) = 55% increased energy efficiency and 34% water efficiency (typical).
- Green buildings have lower emissions and environmental costs
- Mechanical systems more automated so reduced operator costs
- Additional savings are realized through increased productivity and employee health
- Reduced stormwater management facilities and costs through use of 'green roof'
- Typical construction cost for a green building only 2-4% more to build than a conventionally built facility
- Financial benefits of building green, over 20 year life cycle, are typically \$50-\$75/sf which is at least 10x the building cost premium
- Payback period for building cost premium is typically 2-5 years

LEED is a third-party certification program and the nationally accepted benchmark for the design, construction and operation of high performance green buildings. LEED gives building owners and operators the tools they need to have an immediate and measurable impact on their buildings' performance. LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. USGBC.org





Community Input

One Master Plan Committee workshop and two community workshops were performed in January and February 2007. The workshops were divided into two parts: data collection and group discussion. The results of all the workshops revealed the following common theme:

Richter Park is for the residents of Danbury with a beautiful golf course and small, critically acclaimed arts facility.

The following actions developed through group discussion were consistent throughout all the workshops:

- ❑ Physical
 - Renovate and upgrade the golf course
 - Add a driving range
 - Upgrade the clubhouse and include drop off area
 - Upgrade the Richter House
- ❑ Economic
 - Explore alternative funding sources including fundraising and grants
 - Establish a strategic capital improvement plan
 - Study job descriptions and salaries to create an efficient staff
- ❑ Administration
 - Establish a mission with a strong business plan
 - Hire a strong professional manager
- ❑ Communication
 - Build the Richter brand
 - Hire a professional public relations/ marketing professional
 - Reach out to the community to draw the public into Richter's vision
 - Create a team brand that includes Golf, Arts and Musicals





What Has Already Been Accomplished Through the Master Plan Process

The master plan process is as important as the final product. The process starts to uncover the opportunities and challenges of place, refocuses energies of the stake holders, introduces new people to the facility, opens up discussions that usually lead to action. It is not uncommon for actions to be taken before the process is complete. This is the case with the Richter Park Master Plan and to date the following actions have been accomplished:

- ❑ Contracted professional managers
 - General manager
 - Grounds superintendent
 - Golf professional
- ❑ Revitalized the Richter Park Authority with new members and chairman
- ❑ Completed the Golf Course master plan with Mark Mungeam
- ❑ Re-marked the hiking trails
- ❑ Restructured fees for rounds of golf
- ❑ Improved financial reporting and procedures
- ❑ Approved a realistic budget
- ❑ Improved customer service
- ❑ Implemented an online reservation and lottery system
- ❑ Implemented better cash handling procedures
- ❑ Improved the golf course
 - Renovated Bunkers
 - Drainage
 - Cart Paths
- ❑ Started the process of studying the Richter House
 - Contacted historic preservation groups
 - Had structural, mechanical, environmental studies done on house
- ❑ Placed adjoining property on the list for acquisition
- ❑ Improved relationships between Richter Arts Association, Musicals at Richter and the Richter Park Authority
- ❑ A committee has been formed to establish the nonprofit organization FORe





The Mission of Richter

Richter Park is a recreation and arts destination for Danbury residents that includes a nationally recognized golf course, a network of hiking trails, small tennis facilities, dining facilities and an intimate but critically acclaimed visual and performing arts facility.





The Vision of Richter

- ❑ Provide **sustainable, challenging golf** for the benefit of the City of Danbury residents
- ❑ Provide a **sustainable venue for the performing and visual arts** in an intimate facility that is an important and viable piece of the Danbury cultural fabric
- ❑ Provide a **hub for the network of hiking trails** called the Richter Trail that connects the west side open spaces, encourages passive outdoor recreation for families and provides environmental education opportunities
- ❑ Provide a **small but vibrant tennis facility**
- ❑ Provide **upgraded facilities and services** that meet the expectations of a new generation of golfers and park visitors
- ❑ Become an important and **active member of Danbury's quality of life initiative** by providing a destination that bundles outdoor recreation with dining and cultural activities
- ❑ Become an important and **active member of Danbury's economic development strategic plan** by being a part of the Danbury identity
- ❑ **Welcome and nurture families** to use the park as they are an important component to the future of the Park
- ❑ **Welcome and nurture nonresident users** as they are an important component to the economic health of the Park
- ❑ **Enhance the natural beauty** of the area while enhancing the health of the residents of Danbury
- ❑ **Protect the health of its natural systems** by incorporating golf's environmental game guidelines, green building practices, efficient and alternative energy sources, storm water best-management practices and riparian buffers





The Four Elements of a Successful Master Plan

- **Physical** – The physical makeup of the park including:
 - Buildings
 - Parking
 - Driveways
 - Gathering areas
 - Circulation
 - Planting
 - Utilities
 - Site Amenities
 - Relationship with surrounding properties
- **Economic** – The economic impact of the plan
 - How to pay for the improvements
 - How to maintain the improvements
 - The economic benefit of the improvements
- **Administration** – The management of the plan
 - How to manage the construction of the improvements
 - How to manage the evolving park
 - How to manage the economic opportunities
- **Communication** – The promotion of the plan
 - How to communicate the plan to the public and the city
 - How to communicate and promote the park
 - How to obtain funding





The Physical Plan





Objectives of the Physical Plan

The physical presence of the park is important to the vitality of the park. This section will deal with the physical components the master plan and how the physical layout and condition of the park reflects the mission and vision of Richter Park. This physical plan has limitations in that it addresses only the facilities that support the golf, arts and recreation. The golf course master plan was designed by Cornish Mungeam and is in the appendix of this master plan.

- ❑ This plan addresses the **physical layout of the park** at two different levels:
 - The renovation and/or maintenance of existing structures or facilities
 - The construction of new facilities
- ❑ This plan addresses the **supporting elements**
 - Parking and vehicular circulation
 - Pedestrian and cart circulation at non golf course areas
 - Recreational elements
 - Hiking
 - Tennis
 - Signage
 - Landscaping, lighting and amenities
 - Outdoor gathering areas
 - Traffic calming
- ❑ This plan addresses areas for **environmental enhancement**
 - Green Building
 - Wetland renovation and/or enhancement
 - Wetland mitigation
 - Stormwater Management
 - Golf's environmental game as outlined by the USGA
- ❑ This plan addresses **connections to other open space**
 - To Route 6 and the Reserve
 - To Western Connecticut State University





LEGEND

-  PROPERTY LINE
-  STATE LINE
-  MAIN ROADWAY CONNECTION FROM MILL PLAIN ROAD





Location

Richter Park is located in the northwest region of Connecticut in Danbury, the Gateway to New England, on Aunt Hack Road.

- ❑ Danbury has many strategic transportation opportunities
 - Located at the intersection of I684 and I84
 - Located near two major train hubs
 - Danbury Metro North
 - Brewster Metro North
 - Major bus terminal is located in downtown Danbury
 - Six major airports are located within one hour travel distance to Danbury
 - Bradley International Airport
 - Stewart International Airport
 - Westchester Airport
 - Laganardia Airport
 - Newark Airport
 - Kennedy International Airport
 - Helicopter and small plane access from Danbury Airport
- ❑ But, Richter Park has limited access
 - Not located on bus route
 - Only accessible by automobile
 - Accessible only by traveling a narrow, winding road through residential neighborhoods
 - Not within walking distance of the downtown
 - Unsafe pedestrian access surrounds the park
- ❑ The park is adjacent to privately owned open space that extends to Route 6
- ❑ The park is adjacent to West Lake Reservoir that extends to Western Connecticut State University
- ❑ The park is bounded by water, open space and residential properties
- ❑ The park is close to the New York border





EXISTING CONDITIONS - RICHTER HOUSE



EXISTING CONDITIONS - CLUBHOUSE





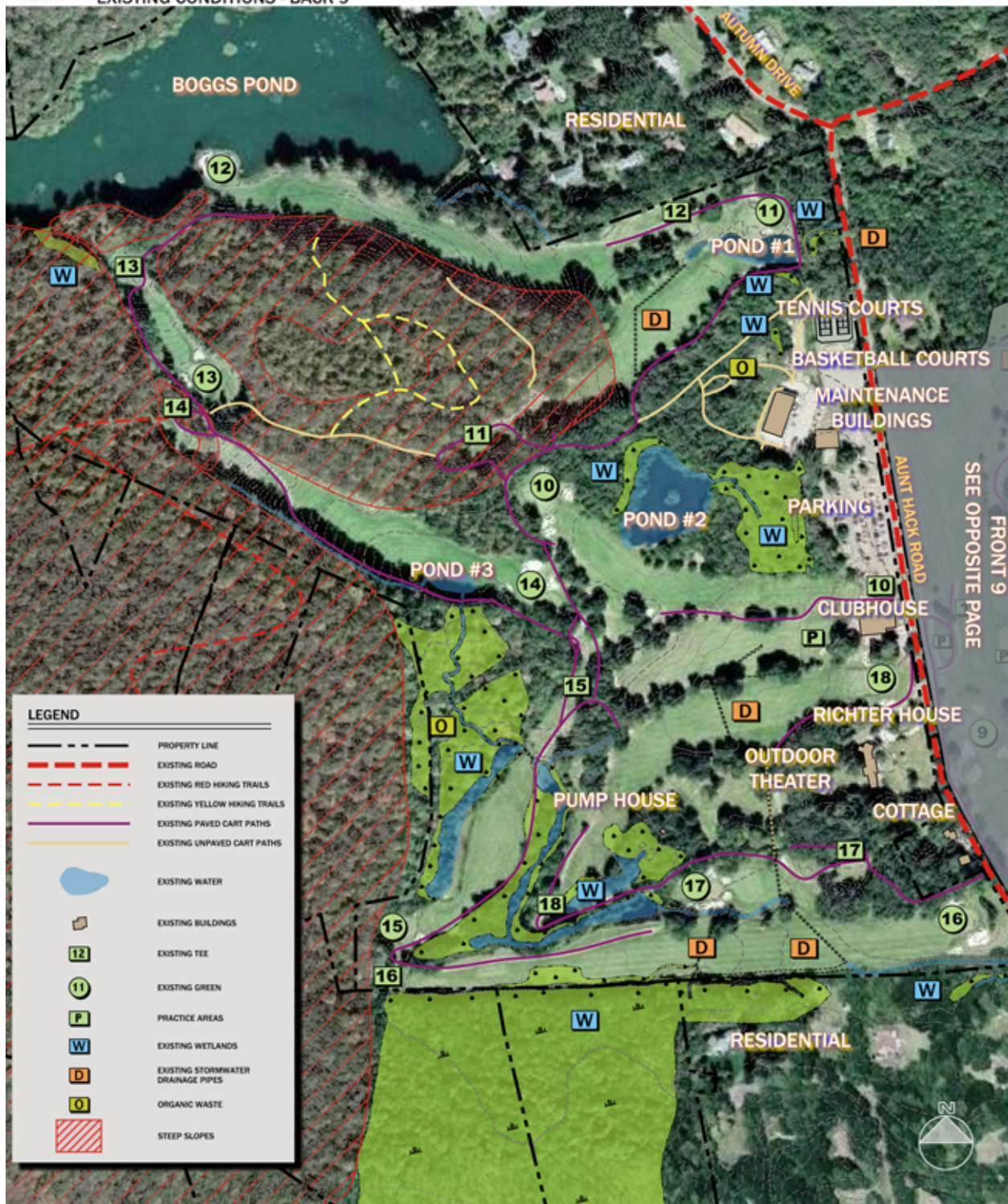
Existing Conditions

- ❑ Beautiful but aging golf course
- ❑ Incredible distant and on-course views
 - Holes 14 and 12 have remarkable views
 - Hiking Trails have panoramic overlooks of New York State and Danbury
 - Greens at Hole 18 and Hole 16 have beautiful views of the hills surrounding the course
 - Hole 11 has nice view of water feature
 - Restaurant has nice views of Hole 18 and practice facility
- ❑ Aging facilities
 - Richter House in disrepair
 - Structural issues
 - Environmental issues
 - Water issues
 - Code issues
 - Clubhouse is no longer meeting needs of staff
 - Maintenance facility no longer meets the needs of the course
 - Carriage house in disrepair
- ❑ Aging infrastructure
 - Septic issues
 - Water issues
 - Insufficient parking
- ❑ Aging tennis courts
- ❑ Pristine hiking trails with some conflicts with golf course
- ❑ Beautiful water features but with issues
 - West Lake Reservoir water level is inconsistent
 - Boggs Pond has minor water quality issues
 - Other water features have water quality issues
- ❑ Traffic safety issues due to Aunt Hack Road bisecting the park
- ❑ Expansion issues
 - Limited space for practice facility
 - Limited space for parking
 - Topographic impediments to expansion beyond the property





EXISTING CONDITIONS - BACK 9









The Highlights of the Physical Plan

- ❑ Maintenance Facility relocated to area behind existing carriage house
- ❑ 10th hole relocated – see Cornish Mungeam’s plan
- ❑ Develop Practice Facility behind clubhouse – see Cornish Mungeam’s plan
- ❑ Clubhouse renovated and expanded with drop-off and cart storage
- ❑ Richter House renovated and expanded into an arts facility with community room and adjacent parking
- ❑ New recreation facility developed by Hole 10 with snack bar, trail head and information, and tennis support
- ❑ Improved pedestrian circulation
- ❑ Improved parking and vehicular circulation
- ❑ Improved streetscape with traffic calming measures
- ❑ Wetland mitigation and stormwater management
- ❑ Expanded trails and connections

List of Master Plans

- ❑ Overall Plan incorporating Mungeam’s plan
- ❑ Overall Facilities Plan
- ❑ Detailed Facilities Plan
- ❑ Trails and Connections Plan
- ❑ Stormwater Management and Wetland Mitigation Plan
- ❑ Traffic Calming Plan





MASTER PLAN CONCEPT - BACK 9





MASTER PLAN CONCEPT - FRONT 9





MASTER PLAN CONCEPT - MAINTENANCE AREA





Maintenance Area

- ❑ Two new structures
 - Maintenance Facility
 - Offices
 - Meeting Rooms
 - Garage
 - Storage Facility
 - Equipment
 - Supplies
 - Chemicals
 - Architectural Style- New England Barn
- ❑ Existing Cottage
 - Renovate if practical for use by interns
- ❑ Existing Garage
 - Renovate if practical for additional equipment storage
- ❑ Parking and circulation
 - Parking for staff and interns
 - Overflow parking for Richter House utilizing grass pavers
 - Driveway to accommodate deliveries utilizing overflow parking for turning radii and backup space
 - Cart Path connects to golf course and clubhouse
 - Maintain crossing at 16th green to the front 9
- ❑ Landscaping and Amenities
 - New entry statement
 - Stone walls
 - Streetscape landscaping
 - Dark sky lights
 - Screening from course
 - Protect and save existing trees as practical
 - Enhance buffer utilizing evergreens and native plantings
- ❑ Budget \$700,000 - 1 million







Richter House

- ❑ Renovate or reconstruct Richter House into an arts facility
 - Gallery space
 - Expanded salon for gatherings
 - New kitchen facilities to be used by caterers to heat and serve food
 - Studio spaces
 - Classrooms
 - Dressing rooms
 - Offices
 - Storage
 - Patio for outdoor events
 - Wired for multimedia events
- ❑ Add a Community Room
 - Architecture to be in keeping with Richter House – New England Farm style
 - Designed to accommodate 150 people
 - Connected to house in order to share kitchen and bathroom facilities
 - Basement for practice facilities, rehearsal hall and storage
 - Patio for outdoor cocktail parties and events
 - Rain Garden to treat increased roof and patio runoff
- ❑ New Driveway Entrance and drop off
 - New entrance with stone walls, landscaping and view of the Richter House
 - Roundabout drop off
 - Six handicap parking spaces
 - Enhanced Garden entrance
 - Pathways to Richter House and Community Room
 - Connections to stage area and clubhouse
 - Rain Gardens to treat increased runoff in this area
- ❑ Parking – total 83 plus 6 handicap
 - 30 spaces utilizing porous pavers
 - Entrance to stage area
 - Connections to Richter House and Community Room
 - Overflow parking utilizing grass pavers for additional 38 spaces
 - Nighttime use of maintenance parking for additional 15 spaces
 - Dark sky lights
- ❑ Budget \$1 million - 2.5 million







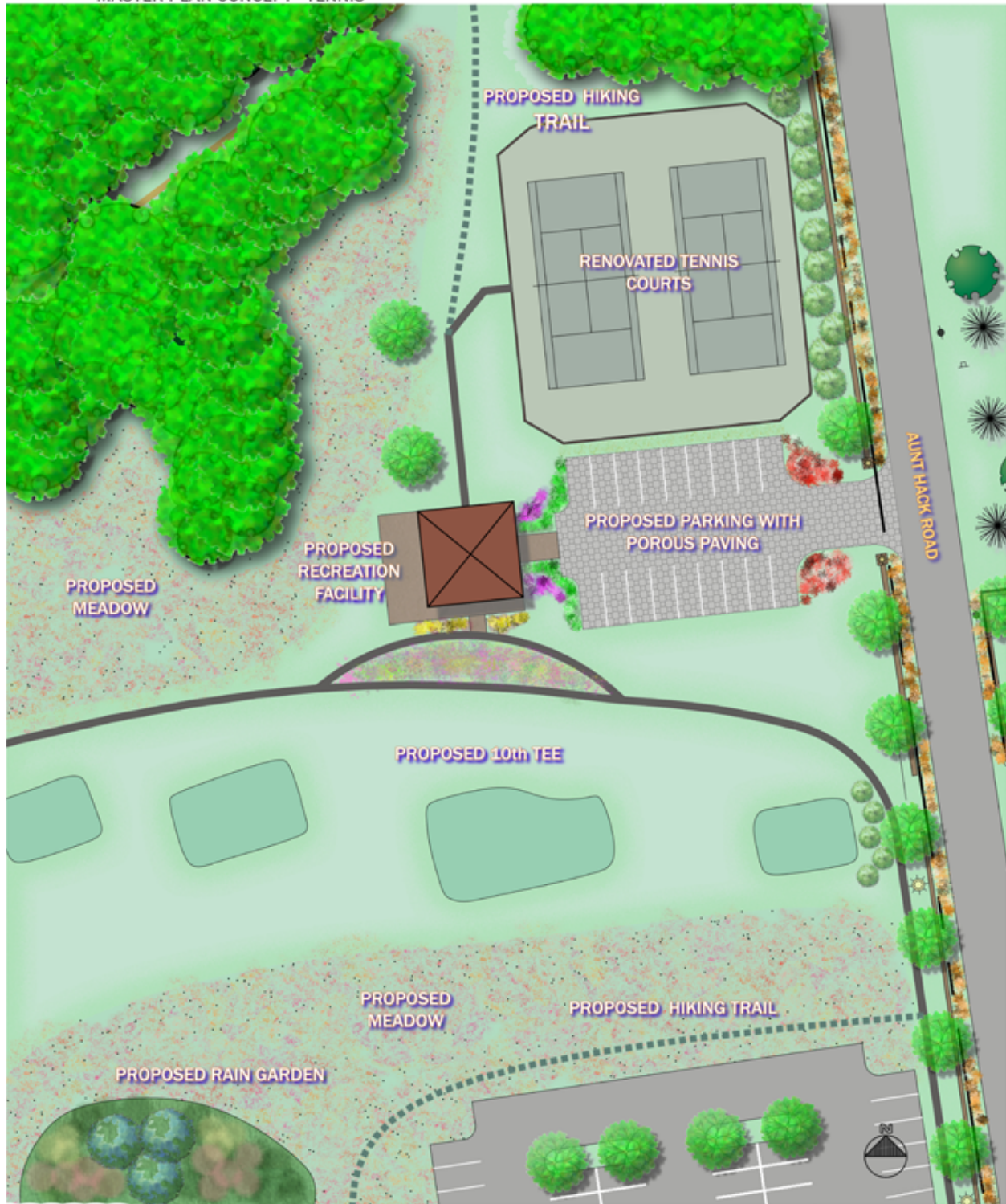
Clubhouse

- ❑ Expand Clubhouse
 - New offices and Conference Room
 - Improved bathroom and locker room facility
 - Expand pro shop to include more display area and changing rooms
 - Course check in area with dedicated entrance to starting area
 - Meeting and congregating area with information regarding the course, park and Danbury area
 - Reconfigured restaurant and kitchen
 - Expanded terrace with increased facilities overlooking 18th hole
 - Expanded Cart Storage
 - Practice Facility check in area
- ❑ New Entrance
 - Reconfigured driveway with drop off area for golfers and restaurant patrons
 - New entrance patio out of porous paving
 - New cart path connecting to Richter House and to the new 10th Tee
- ❑ Parking
 - Improved circulation and expanded parking area Configured as per the current zoning regulations for the City of Danbury
 - Cart path to connect to the 10th tee
 - New delivery area
- ❑ Practice Facility (see Cornish Mungeam plans)
 - Pergola cover at tees to mitigate views from clubhouse
- ❑ Landscaping
 - Gardens to enhance the clubhouse and new terraces utilizing native and drought tolerant ornamental plants
 - Streetscape including stone walls, plantings and dark sky lighting
 - New Signage
 - Rain Gardens to treat the expanded impervious surface of the clubhouse and patios
- ❑ Starter's area
 - Expanded Cart storage area
 - Dedicated Starter's area with crosswalk
 - New landscape area with signage
 - Welcome to Richter
 - Directional sign
- ❑ Budget \$1 – 1.5 Million





MASTER PLAN CONCEPT - TENNIS





Tennis and Recreation Facility

- ❑ Recreation Facility
 - Snack bar
 - Trailhead with maps and other information regarding Richter Trail
 - Tennis support facility
 - Bathrooms
- ❑ Relocated 10th tee (see Cornish Mungeam plans)
- ❑ New cart paths connecting to clubhouse
- ❑ Parking
 - Porous paving
 - 18 spaces
 - Dark sky lighting
- ❑ Landscaping
 - New meadows
 - Rain Gardens to treat increased runoff
 - Entrance with stonewall, landscaping and lighting
- ❑ Hiking Trails
 - Connection trails for Richter Trail
 - Connection into smaller trail at pond
 - Accessible trail
 - Wetland mitigation area
 - Bird watching area
- ❑ Budget (not including Hole 10) \$250,000





WETLANDS MITIGATION - BACK 9





Wetland Mitigation – Back 9

The expansion of the facilities, the relocation of Hole 10 and the installation of the practice facility will have an impact on the existing wetlands. Therefore, mitigation will be required in order to receive permits for the work. The following are recommended areas for wetland mitigation utilizing riparian buffers, wetland enhancement and renovation, wetland creation and stormwater management practices. (See appendix)

- ❑ Wetland Area 1 – this area is adjacent to Boggs Pond at Hole 12
 - Riparian buffer to protect and enhance Boggs Pond
- ❑ Wetland Area 2 – this area is the pond at Hole 11 and the adjacent wetlands
 - Riparian Buffer to protect water hazard at Hole 11
 - Wetland enhancement and renovation of stream from pond at Hole 11 to drainage structure at Aunt Hack Road
- ❑ Wetland Area 3 – this area is the existing pond adjacent to Hole 10 and surrounding wetlands
 - Riparian buffer around existing pond
 - Wetland renovation of pond
 - Wetland enhancement of adjacent wetlands
 - Rain Garden to treat stormwater from parking
- ❑ Wetland Area 4 – this area is the existing pond and stream adjacent to Hole 14 and surrounding wetlands
 - Expanded pond on Hole 14 – see Cornish Mungeam Plan
 - Riparian buffer to protect stream and pond
 - Wetland renovation and enhancement between Hole 14 and 15
 - Riparian Buffer of stream/bog at Hole 15
- ❑ Wetland Area 5 – this area is wetlands between Hole 16, 17, and 18
 - Renovate pond between Hole 15 and 18
 - Enhance and renovate wetlands
- ❑ Wetland Area 6 – this area is the wetlands between Hole 16 and the property line
 - Expand small pond into water hazard – see Cornish Mungeam Plan
 - Riparian buffer at pond and stream
 - Enhance and renovate existing wetlands







Wetland and Mitigation Front 9

- ❑ Wetland Area 7 – this area is the wetland and impoundment adjacent to Holes 1 and 5
 - Buffer existing stream and impoundment area
 - Transform impoundment into a created wetland that can treat the drainage before it enters West Lake Reservoir
- ❑ Wetland Area 8 – this area is upland shoreline of West lake adjacent to Hole 2
 - Riparian buffer
- ❑ Wetland Area 9 – this area is the shoreline of West Lake adjacent to Hole 5 and 6
 - Riparian buffer
- ❑ Wetland Area 10 – this area is the drainage channel that bisects Hole 6
 - Wetland enhancement and creation
 - Riparian buffer
- ❑ Wetland Area 11- this area is the water hazard, adjacent wetland and shoreline at Hole 8
 - Riparian Buffer
 - Wetland enhancement and renovation
- ❑ Wetland Area 12 – this area is the wetland and shoreline adjacent to hole 3
 - Riparian Buffer
 - Wetland renovation and enhancement





MASTER PLAN CONCEPT - TRAFFIC CALMING





Traffic Calming

One of the challenges of Richter Park is Aunt Hack Road. It bisects the Park into the front 9 and back 9. Golf carts and golfers cross the road on a regular basis. The road, although adjacent to residential neighborhoods, is a popular commuter cut through. The cars can travel at high rates of speed at the straight-away section in front of the clubhouse. This has created an unsafe situation for the park users.

- ❑ Install a proposed center island to create a boulevard
 - A traffic calming technique
 - Two twelve foot wide lanes
 - A resting area for golfers and pedestrians when crossing the road
 - An defining area for the park
- ❑ Streetscape identifies the park
 - Stone walls
 - Landscaping
 - Dark sky lighting
 - Signage
- ❑ Crosswalk
 - Could be raised in order to slow vehicles down
 - Could use contrasting pavement or striping to identify
 - Signage





SURROUNDING AREA - PROPOSED



LEGEND

	PROPERTY LINE		PROPOSED CONNECTIONS
	STATE LINE		LAND TO BE CONSIDERED AS POTENTIAL OPEN SPACE
	MAIN ROADWAY CONNECTION FROM MILL PLAIN ROAD		





Connections to surrounding area

Richter Park could be a hub to another Danbury greenway called the Richter Trail. The greenway could connect from Richter Park through privately owned open space to Route 6 and then the Reserve or through City of Danbury property adjacent to the West Lake Reservoir and Western Connecticut State University.

- Acquire important open space properties adjacent to the existing trails on the Farrington Property
- Acquire conservation easements
- Plan a trail
- Create a task force for this trail system
- Install signs at Richter Park outlining the new trail system
- Install new trails in Richter Park to create safe connections to the new trail systems
- Work with the Reserve to create a connection across Route 6 and I 84
- Study connections from the Reserve into Ridgefield
- Study connections from the Western Connecticut State University campus to the Kenosia Wetlands Area





Detail Recommendations



Rain Garden and Riparian Buffer examples utilizing native species



Dark Sky Light



Porous Paving



Bench made from recycled plastic



Ornamental landscape with decorative paths



Bridge example





Utility Recommendations

- Water Supply – to address the threatened water supply
 - Options
 - Relocate pump house in order to access a deeper water source
 - Dam area of cove to keep water levels up near existing pump house
 - Access water from Boggs Pond
 - Drill wells
 - Recommendations
 - Continue to water course utilizing in place water conservation measures
 - Prepare a water use study of the park
 - Harvest stormwater from impervious surfaces to use for irrigation and cart cleaning
 - Utilize drought tolerant plant material

- Septic Issue – to address the limitations of the septic system for the growth of Richter Park
 - Options
 - Repair and expand existing septic system
 - Extend sewer lines down Aunt Hack Road
 - Recommendations
 - Test alternative areas of the park for expanded septic
 - Utilize new technologies to reduce waste water quantities
 - Low flush toilets
 - Water saving faucets
 - Gray water technology
 - Composting toilets
 - Employ water conservation measures throughout park
 - Prepare a feasibility study for sewer extension





Short Term Objectives

- Form a construction management committee
- Develop a new maintenance facility
- Realign existing parking and expand temporary parking into old maintenance facility area
- Keep existing maintenance facility for temporary uses
- Richter House
 - Two temporary solutions for the Richter House
 - Shore up house for short-term habitation
 - Install one compliant bathroom
 - Temporary repair of roof
 - Shore up structural issues
 - Remove asbestos, black mold and other environmental hazards
 - Remove kitchen facilities and install temporary butler pantry
 - Continue to keep second floor closed
 - Close house and “mothball” for study
 - Provide alternative locations for Arts Association
 - Provide temporary trailer for Musicals
 - Provide temporary tent and bathroom facilities
 - Hire Consultants to perform a feasibility study
 - Structural, mechanical, environmental studies
 - Historical assessment
 - Prudent and feasible architectural alternatives for renovation or reconstruction
 - Apply to state for funding for study and construction
 - Fundraise for matching part of grant
- Reconfigure office in clubhouse and freshen exterior
- Work with city to develop hiking trails
- Develop an ongoing program for wetland mitigation and riparian buffer installation
- Repair existing tennis courts and remove basketball hoops
- Hire engineer(s) to study water issues and septic issues and present solutions to the city for approval and implementation





Mid Term Objectives

- Develop the Richter House into an arts/community facility in three phases
 - Arts component in the original footprint
 - Community Room
 - Stage and Performing Arts facility
- Install measures as recommended by engineer(s) for water and septic issues
- Remove old maintenance facility and relocate hole 10
- Install practice facility
- Reconfigure trail head
- Reconfigure parking and circulation
- Hire an architect to study clubhouse
- Continue wetland mitigation and riparian buffer installation
- Continue developing Richter Trail

Long Term Objectives

- Renovate clubhouse with new drop off and cart storage
- Design and build recreation facility at new Hole 10
- Reconfigure Aunt Hack Road for traffic calming measures
- Install new streetscape
- Install new tennis courts
- Finish the Richter Trail
- Prepare for 50th anniversary celebration





The Economic Plan





Objectives of the Economic Plan

The economic vitality of the park is important to sustaining the park for future generations.

This section of the master plan will establish an economic model for the park that provides funds not only for the immediate needs of the park but for the long term sustainability of the park. This section also discusses the economic benefits Richter Park brings to the City of Danbury. The objectives of this section are:

- ❑ Provide capital for the **monthly expenses** of the park
- ❑ Provide capital for the **short-term improvements** of the park
- ❑ Provide capital for the **long-term capital improvements of the park**
- ❑ **Invest** for Richter's future
- ❑ Establish the value of Richter Park to the City of Danbury





Three year Summary

Category	2005	2006	2007
Revenues			
Green fees/cart rental	\$1,313,000	\$1,388,935	\$1,491,186
Season Passes	\$119,000	\$111,076	\$175,466
Tournaments & Outings	\$199,000	\$269,355	\$276,572
Facility rental	\$62,000	\$65,458	\$70,096
Operating Revenues	\$1,693,000	\$1,834,824	\$2,013,320
Gross Receipts		\$1,834,824	\$2,035,820
Expenses			
Salaries, wage, benefits	\$947,000	\$880,956	\$1,026,611
Facilities Ops & Improvements	\$467,000	\$513,468	\$435,032
Depreciation	\$219,000	\$209,386	\$227,312
Admin & General	\$159,000	\$168,288	\$168,925
Utilities	\$77,000	\$95,026	\$92,768
Total Expenses	\$1,869,000	\$1,787,067	\$2,030,704
Net Income	-\$176,000	\$47,757	\$5,116
Interest & Misc Income	\$2,000	\$7,733	\$34,174
Net Change	-\$174,000	\$55,490	\$39,290
Net Assets - beginning	\$3,193,000	\$2,966,958	\$3,022,448
Net Assets - ending	\$3,019,000	\$3,022,448	\$3,061,738

Please Note: Quantities provided by Richter Park staff for use in Master Plan document only.





Current Economic Conditions.

- ❑ The park depends on rounds of golf as the economic engine which creates a tenuous economic situation if golf trends down and/or there are adverse weather conditions. Other recreational activities, such as hiking and tennis do not contribute to the financial support of the park.
- ❑ The park is governed by an independent authority and has had no direct financial help from city.
- ❑ There is no strategic plan with the city as to the role that Richter Park will play within its economic development initiative.
- ❑ The arts are incapable in their current configuration of generating a profit, therefore they can not contribute to the financial support of the park. They pay a token fee for use of the Richter House which does not cover the expenses of the building.
- ❑ The Richter Park charter outlines specific financial goals that include the goal that any profits that exceed the operating expenses and capital improvements of the park by 25% must be turned over to the city's general fund. This requirement has never been met.
- ❑ Due to inadequate management, the recent history of minimal economic reporting and analysis had adversely affected the economic planning for the park.
- ❑ Richter Park does not have a strategic economic plan which has left the park vulnerable as its facilities and golf course age and trends change.
- ❑ There has been minimal investment in the park, although this has improved in the last year. The result of that policy is that major investments are needed in the golf course and facilities in order to keep the park competitive with other golf courses.
 - The Richter House requires major renovations
 - The Maintenance facility is in disrepair and does not meet the needs of the golf course
 - The Golf Course requires major updating in order to remain competitive
 - The Park lacks a practice facility which it needs in order to remain competitive
 - The Clubhouse lacks the amenities that it needs in order to remain competitive
 - There is no meeting facility on the park grounds which limits its opportunities
 - The solutions for water and septic are costly
- ❑ The park has a history of limited debt.





Economic Opportunities

There are many new developments, some of which the master plan process has been responsible for, which provide Richter Park better opportunities for economic growth.

- ❑ In the past year, the Richter Park Authority has been revitalized. New authority members with diverse experience bring a new perspective to the management of the park. New leadership in the Authority has supported the master plan process.
- ❑ In the Spring of 2007, the Richter Park Authority hired a new General Manager, who has transformed the methods of running the park and improved the financial reporting.
- ❑ Before the master plan process started, the Richter Park Authority hired an experienced and visionary Grounds Superintendent who is restoring the park to one of the top municipal courses in the country.
- ❑ The park has extended the contract of the experienced, well respected and connected Golf professional.
- ❑ The results of these changes have improved the financial situation for 2007 and allowed for some investment back into the park:
 - Cart Paths
 - Bunker Improvement
 - Temporary improvements at Richter House
 - Studies of Richter House
 - Golf Course Master Plan
- ❑ The improved financial reporting has resulted in a realistic budget for 2008.
- ❑ With new direction and guidelines, the staff has been able to improve the most important aspect of the park, customer satisfaction.
- ❑ With direction from the master plan process, recommendations to the city resulted in adjoining parcels to be considered in the Open Space bond package.
- ❑ The strategic position of Danbury provides a unique opportunity for Richter to be a destination golf course in New England. There are opportunities for partnering with local hotels to create stay/play programs. With the current economic climate, local destinations are predicted to flourish and Danbury along with Richter Park could capitalize on this trend.





Economic Challenges

- ❑ The relationship between the City and the Richter Park Authority has been limited. This has limited the access to services that could help the park.
- ❑ In order to meet the regulations for bonding any new construction, the new or renovated facility must meet use requirements under state statute.
- ❑ There is no 501c3 organization for the Park. This limits opportunities for fundraising and grants.
- ❑ The arts/musicals relationship has been strained which impedes their success in becoming economic partners with the park.
- ❑ The arts/musicals/RPA relationship has also been strained, which impeded the economic success of the park.
- ❑ The current condition of the facilities and course are a huge economic burden to the park.
- ❑ The lack of historical demographic and financial data provides for limitations in planning.
- ❑ The lack of an economic strategic plan has limited the parks resources. For example, if in 1988 the RPA decided to invest \$100,000 per year (10% of the gross earnings), the result, depending on the method of investing, would be enough money to pay for all the recommendations of this and the golf course master plan.
- ❑ Weather is a huge economic challenge because it directly affects the census of rounds of golf. Since the economic health of the park depends on rounds of golf, a year of bad weather could directly affect the sustainability of the park.
- ❑ The resident/nonresident balance has not been addressed until recently. The balance is needed in order to create the best golf experience for the resident while sustaining the economic health of the park. The question that needs to be answered is how to achieve that balance without adversely affecting the original mission of the park, which was to provide affordable, accessible golf to the Danbury resident.





Current Fee Structure for Rounds of Golf

- Fee structure is most challenging economic issue
 - It must be in keeping with the original vision of affordable, accessible golf for residents of Danbury
 - But, it should cover the costs to run the golf course
- Resident fee is below the anecdotal breakeven rate
- Dependence on nonresident fees for profit
- Should resident access be limited or should resident fees be increased during prime times to increase profit
- Or should alternative funding devices be developed

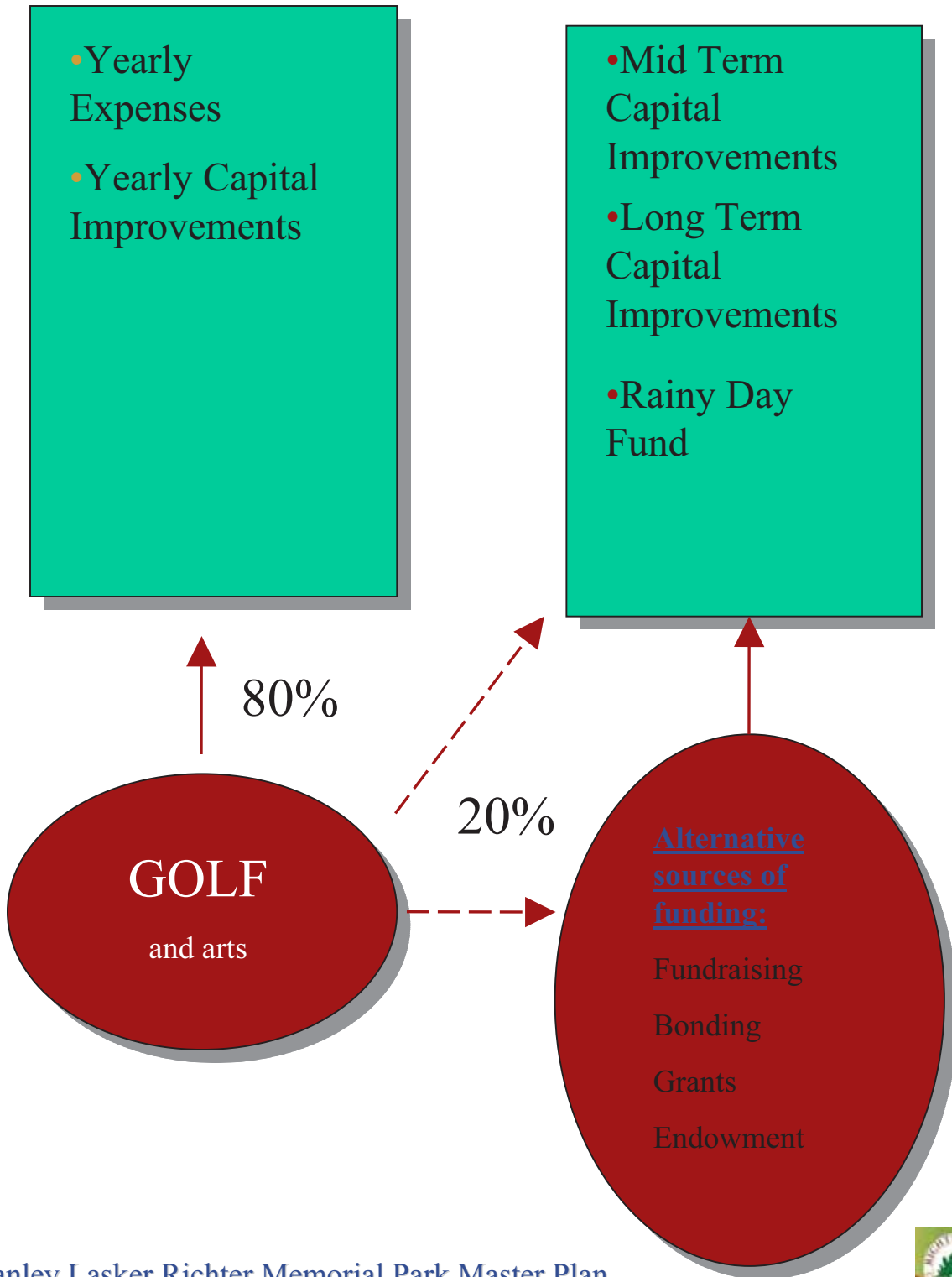
Resident 60%	Break-Even	Nonresident 40%
\$32 w/o cart	\$50/round	\$85-\$95 w/ cart
Seniors \$27-32 w/o cart		Seniors \$55-\$95 w/cart





Strategic Economic Plan

A new approach to budgeting should include investment in the park. The yearly expenses and improvements should be approximately 80% of the gross while 20% is saved or used as seed money for alternative sources of income to fund improvements. This model is a goal that should be implemented slowly and re-evaluated often.





The Strategic Plan

- Create a three year strategic plan that includes golf as the current economic engine
 - Use current demographic and economic data
 - Review yearly to adjust and extend the vision using this master plan and the golf course master plan as a guide
 - Adopt a plan for phased implementation of the Strategic Economic Plan using the 80/20% split of the gross revenue as an overall goal. Establish and monitor a plan for benchmarks and accountability in reaching that goal as the course becomes increasingly profitable. Establish consistent reporting in order to evaluate progress.
 - Adjust the plan to include alternative sources of funding so that golf is only one part of a total economic plan
- Golf is the current economic engine
 - Discuss the number of rounds required to meet the economic sustainability of the park
 - Improve pace of play to maximize rounds
 - Adjust timing of tournaments and outings to maximize rounds
 - Discuss the fee structure required
 - Do an end-of-year analysis of the impact of the fee structure on the economic sustainability of the park
 - Communicate how the fee structure will be adjusted to meet the economic needs of the park
 - Review the 3 year plan yearly to adjust and extend that vision
 - The Richter Park Authority must communicate, in clear economic terms, to the city the reason for the fees
 - However, the final decision for the fee structure will rest solely with the Richter Park Authority
 - Nonresident role
 - The profit is in the nonresident round of golf
 - Maintain the 40% balance as a minimum
 - Review the demographics every year and adjust projected balance





- Alternative Economic Sources
 - Outings
 - Tournaments
 - Golf carts
 - Practice facility
 - Season passes
 - Corporate passes
 - Education
- Friends of Richter (FORe)
 - Create a 501c3 Organization that can assist the Authority in developing alternative sources of funding
 - Its economic role will be to
 - Fundraise
 - Facilitate Endowments
 - Facilitate Grants
 - Volunteer in-kind services
 - Its members should include
 - Economic leaders of the community
 - Fundraising leaders of the community
- Construction Management Committee of RPA
 - Its economic role will be to
 - Work with the authority to create the construction part of the strategic plan
 - Create alliance with construction community
 - Assist in developing construction plans
 - Facilitate donated materials and services
 - This role may sunset once the capital improvements have been accomplished or
 - The role may change into assisting in managing the facilities
 - Its members should include
 - Construction and trades leaders of the community





The Economic Plan

- The Arts as Economic Partners
 - The arts will transform from tenants into partial economic partners with golf within five years
 - The arts in their current configuration cannot provide economic support therefore training and planning with the Authority will provide a road map to that transformation
 - Due to the original vision for the park and the importance of cultural venues to the economic health of the city, the arts will need to be subsidized with the goal of making them minor partners in the economic support of the park
 - The arts budgets should include investment in the facilities.
 - The various arts organizations associated with the park will be required to have 501c3 status
 - Fundraising
 - Assist in grants
 - Endowments for the arts
 - Education
 - Sponsorships
 - The Arts will develop partnerships with the cultural community in Danbury, Housatonic region and state in order to receive training, promote programs and network for funding
 - The Arts will be required under the strategic plan to reach out to the community for expanded programming for the Richter House
 - The Arts will be required to provide a strategic economic plan to be included in the overall Richter Park Strategic Economic Plan





The Economic Plan

- Hiking and Tennis Economic Role
 - Vision supports their role in park
 - Tennis can be expanded to include
 - Tennis club that supports the upkeep of the courts in exchange for allocated times
 - Sponsorship of the courts
 - Lessons
 - Merchandise
 - Fundraising, grants, sponsorship through FORe
 - Citywide hiking/greenway task force that supports the Richter trails
 - Volunteer in-kind services
 - Grants
 - Hiking Club with dues that partially support the trails and trail amenities
 - Hikers and Tennis players will spend money at the park if recreation facility is available





Fundraising

- ❑ Utilize USGA fundraising guidelines to develop a strategic fundraising plan
- ❑ Develop strategic fundraising events that will provide funds for short term and long term improvement projects
 - Art Auction for the Richter House
 - Golf Tournament for the facility
 - Breakfast at Richter
 - Raffle or silent auction – Golf with a pro, equipment, tee times, dinner at Richter, etc
- ❑ Create sponsorship opportunities
 - Donate a light, bench, brick, tree
 - Sponsor a tee
 - Sponsor a tournament
 - Sponsors for Web Site and Newsletters
 - Sponsors for Art Events
- ❑ Create a membership program at Richter
 - Member lunches or dinners
 - Newsletter
 - Merchandise discounts
 - Preferred seating at Arts events
 - Listing in all programs and newsletters
- ❑ Develop and sell Richter merchandise in the new Richter Park Gift Shop
 - T Shirts
 - Coffee Mugs
 - Water Bottles
 - Trail Mix
 - Books
 - Calendars
 - Framed Prints





Endowments

- ❑ Use Master Plan to attract endowments from area residents who have used and enjoyed Richter and would like to see that it has a future in the City of Danbury
- ❑ Focus on golf, arts, recreation and the environment
- ❑ Use the Economic Strategic Plan and the new Administration model to ensure the benefactor that the money will be used according to his/her wishes
- ❑ Set up administration model to assure donors of proper management
- ❑ Set up accounts and management system with board of directors through FORe

Grants

- ❑ Use Master Plan as a tool to apply for grants
- ❑ Types (see appendix for detailed information)
 - USGA
 - Green Building
 - Wetland Mitigation
 - Trails
 - Arts
 - Education
- ❑ Hire a grant writer
- ❑ Apply for grants through FORe or the Arts organizations if grant requires a 501c3 designation
- ❑ Work with city to apply for grants that require a municipal designation
- ❑ Many grants require several applications before they will notice the organization, therefore persevere





Bonding

- ❑ Developing a strong strategic economic plan will assist in obtaining bonding
- ❑ Work with city to develop bonding strategy
- ❑ Bond projects that would not have an opportunity for grant funding and reduce debt service not only through golf but through other economic tools

Budget

- ❑ Includes income from all sources
- ❑ Identifies and funds yearly expenses
- ❑ Identifies and funds immediate capital improvements
- ❑ Identifies and funds economic needs for three to five years
- ❑ Identifies and invests for future economic needs





The Economic Benefit of Richter Park

- ❑ Richter Park provides the City of Danbury with the distinction of a nationally recognized municipal golf course that has many reviewers recommending playing the course if visiting Connecticut.
- ❑ Richter Park provides a small intimate arts facility that if properly managed can attract a niche market of cultural tourists. The park could be a part of a larger Danbury cultural strategic plan.
- ❑ Richter Park could provide a tourism destination with opportunities for the visitor to play golf, dine at a gourmet restaurant, see a play or visit an art exhibition, hike the trails and stay at a local hotel. These packages could enhance Richter's economic standing and also that of the City of Danbury.
- ❑ Richter Park provides another quality of life venue in the city which is a top reason for companies to move to a community. The combination of Richter Park, the Richter Trail and the other greenway and cultural venues in the city will continue to make it a desirable place to live, work and play.
- ❑ Richter Park is an asset that can increase the value of the City of Danbury and therefore improve its bond rating.





The Administration Plan





Objectives of the Administration Plan

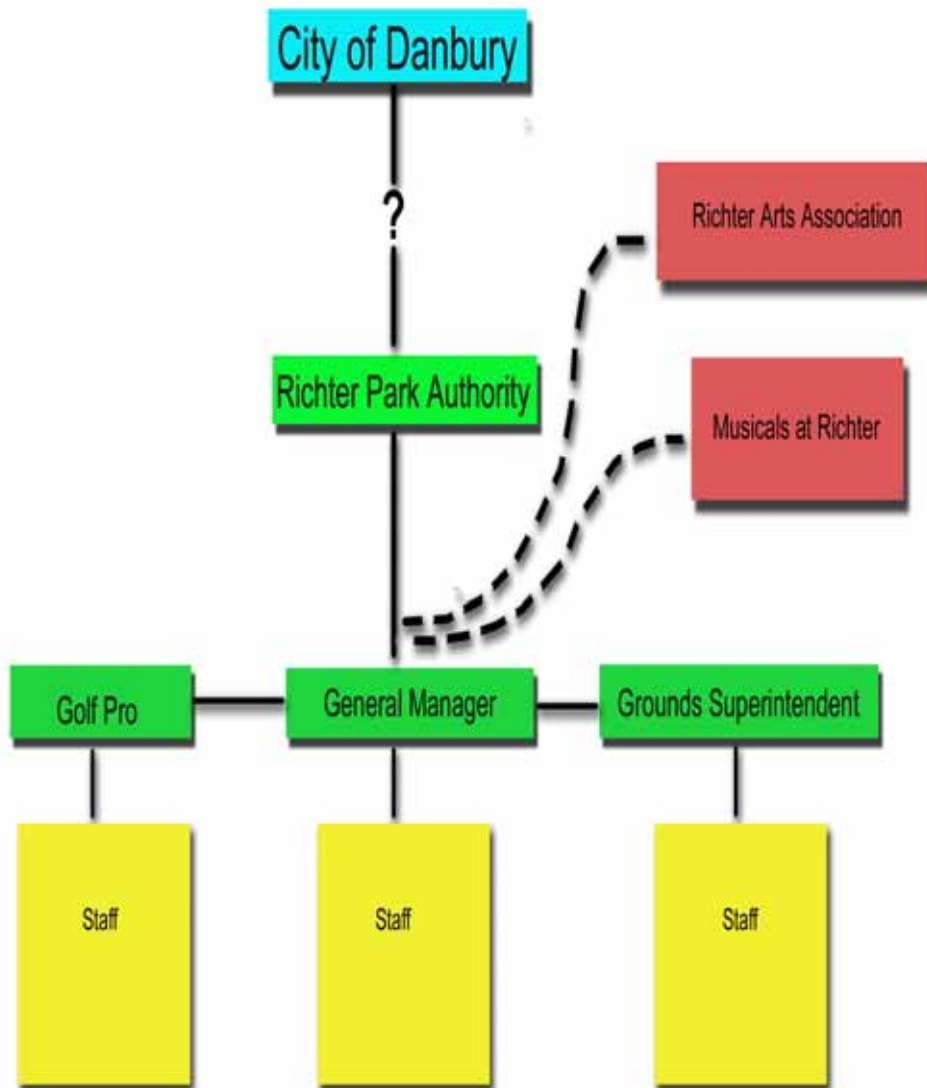
A consistent administration model will provide the necessary foundation for the implementation of the master plan. This model clarifies the roles of the City of Danbury, the Richter Park Authority, the arts organizations and the staff. It also expands support with the recommendation of a new organization that will assist the Richter Park Authority in funding the master plan. The administration plan will:

- ❑ Clarify the roles of the City of Danbury, the Richter Park Authority, the management, the staff and the volunteers
- ❑ Provide a benchmarking and an accountability model
- ❑ Provide a protocol to efficiently manage the park
- ❑ Provide an understanding of the city's role in the park
- ❑ Provide a method to elevate the arts into partners
- ❑ Provide a 501c3 organization that will support the park





Existing Administration Model





Existing Conditions

- ❑ Limited accountability of city to Richter Park
 - City does not provide Richter with a vision of Richter's role in the economic and quality life initiatives
 - City should ensure that the Richter Park Authority is overseeing the park correctly
- ❑ Unclear accountability of Richter Park Authority to the city
 - Richter Park Authority has not been reporting a complete status of the park to the city including not only the audited financial reports but also status of all the facilities and plans
 - Richter Park Authority has only recently embraced the concept that they are in charge of a park which consists of several assets beyond the golf course
- ❑ Recent past management issues
 - Richter Park functioned without appropriate management in the hopes of saving money
 - Richter Park does not have a clear administration model for the park to determine who is in charge and who is accountable
 - In the recent past, some of the Authority members tried to run the park
- ❑ Limited accountability of Arts organizations to the park and park to the Arts organizations
 - The Richter Arts Association is not a 501c3 and its budget is very limited
 - Musicals at Richter has potential for a higher profit
 - Both organizations prefer to be autonomous from the Authority
 - Authority either assumed that the arts organizations were maintaining the Richter House or ignored the needs of the House





Opportunities

- ❑ The revitalized Richter Park Authority is taking responsibility for the entire park and its role in the park
- ❑ The new General Manager has made great strides in creating a culture of customer service and accountability
- ❑ The highly qualified Grounds Superintendent has created a culture of pride for the condition of the golf course
- ❑ The highly regarded and experienced Golf Professional provides renown and credibility to the golf programs
- ❑ The passionate Art Organizations have rallied to save their beloved Richter House
- ❑ The established staff has provided historical and anecdotal information regarding the park and a renewed interest in providing high quality service

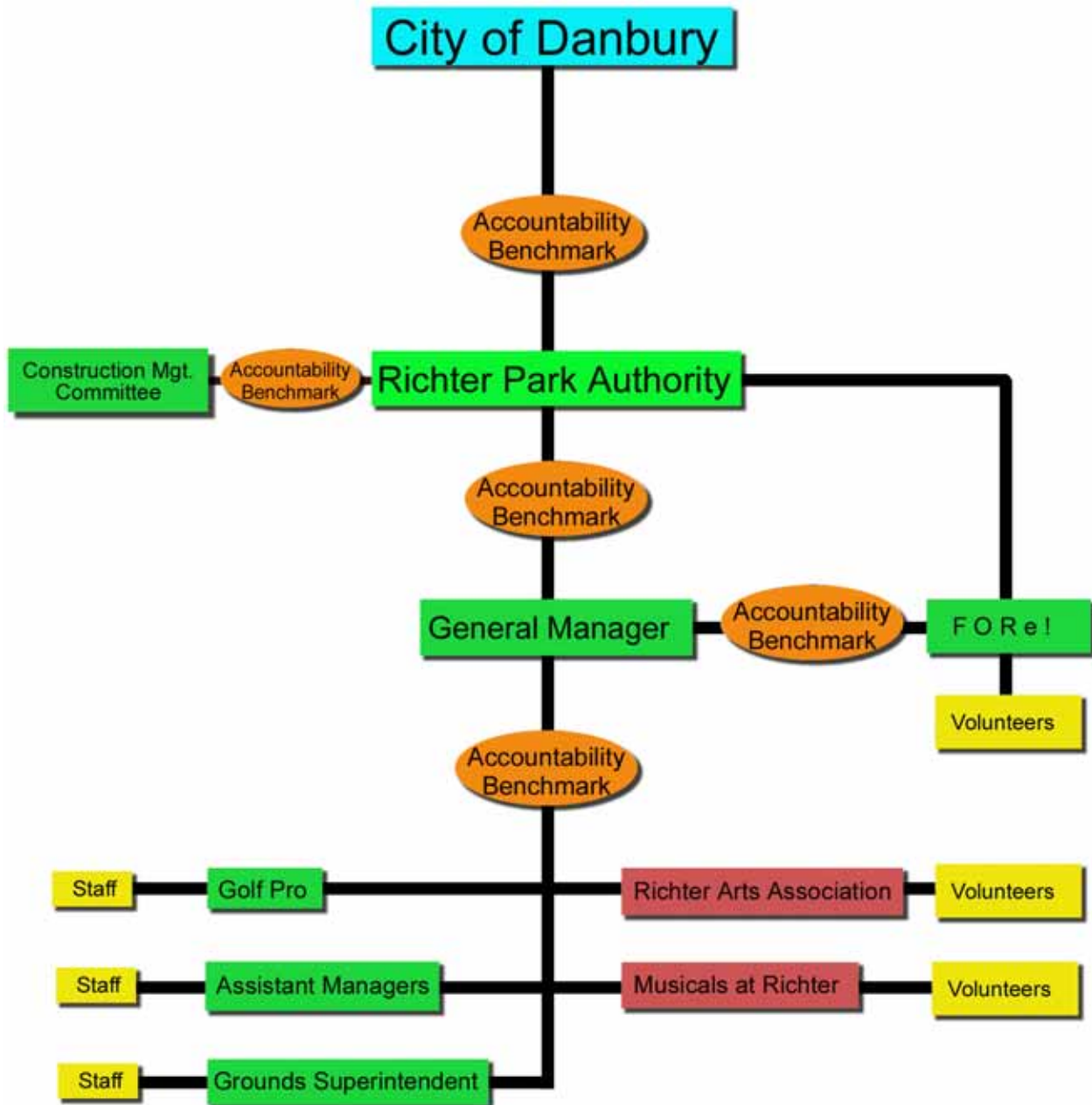
Challenges

- ❑ There is still an unclear protocol in regards to accountability with the city
- ❑ The relationship with the Arts organizations is still not defined
- ❑ The existing administration model is still too fragmented with unclear chain of command and no defined benchmarks
- ❑ A traditional view of investment in qualified staff and the facilities
- ❑ Few accountability benchmarks





The New Administration Model





Administration Plan Overview

- ❑ The city is **the Owner**
 - provides a clear understanding of Richter's place within the city
 - supports the park's ability to sustain itself.
- ❑ The Richter Park Authority is the **board of directors**
 - ultimately responsible for the success of the entire park
 - reports back to the city
 - provides guidance and support to the general manager
 - provides guidance and support to FOrE
- ❑ General manager is the **everyday manager of the park**
 - responsible for reporting to the Richter Park Authority
 - responsible for managing all aspects of the park
 - responsible to provide clear guidelines to other park managers and staff
 - provide guidance and support to the arts organizations
- ❑ Grounds superintendent, Golf Pro, and other managers are **specialists**
 - responsible for the success of their division of the park
 - responsible to report back to the General Manager
 - responsible to provide clear guidelines to their assistants and staff
- ❑ Arts Organizations are **accountable to the park**
 - accountable for the management of their organization
 - maintain control over artistic content and programs
 - provide reports to the general manager regarding programming requirements, schedule and financial information
 - must commit to their continued presence in the Park
- ❑ Friends of Richter is a **support organization for the park**
 - responsible for fundraising for the park
 - responsible for obtaining and administering grants for the park
 - provide reports to general manager
 - provide guidelines to its volunteers
 - support the Authority at their request
 - responsible for administering the endowments under the guidelines of the master plan





Accountability Benchmarks

- ❑ The City
 - Provide yearly analysis of the City of Danbury strategic plan to Richter Park so that Richter Park can meet the needs of the residents of the City of Danbury
 - Provide assistance in developing economic strategies, grant writing, bonding
 - Review quarterly and annual reports and ensure that the Authority is protecting the assets of Richter Park
 - Appoint members that will enhance the Authority's capabilities to implement this master plan and the golf course master plan
 - Support the Authority's decisions if they are in keeping with the master plan
- ❑ The Richter Park Authority
 - Provide reports to the city that fully describe all aspects of the status of Richter Park
 - Provide clear direction to the general manager through policies that are defined in the Richter Park Handbooks
 - Manage park to be sustainable
 - Provide realistic budgets that include future investment in the park
 - Provide strategic planning that is in keeping with this master plan and the golf course master plan
 - Honor the staff, the volunteers and the park users
 - Develop and monitor accountability benchmarks for general manager, arts organizations and FORe
 - Create Construction Committee for management of capital improvements
- ❑ The General Manager
 - Provide reports to the authority that fully describe the monthly, quarterly and yearly status of the park
 - Work within the budget
 - Provide clear direction to the assistant managers, staff, FORe, and arts organizations
 - Manage all aspects of the park
 - Communicate to the chairman of the Authority
 - Communicate and work with the Arts organizations
 - Provide a culture of excellence to the entire staff
 - Enforce the rules of the park
 - Develop accountability benchmarks for staff
 - Manage within the parameters of the Richter Park Handbooks





- FORe
 - Provide support for the economic needs of the park
 - Provide quarterly and annual reports to the general manager
 - Provide administration of all endowments
 - Provide a fundraising, grant, etc., strategic plan to the authority
 - Provide clear direction to their volunteers
 - Respect the staff and the park users

- The Assistant Managers
 - Provide reports to the general manager
 - Communicate with the general manager
 - Work within their budgets
 - Provide clear direction to the staff
 - Provide excellent service to the park and the park users
 - Develop accountability benchmarks for their staff

- The Arts Organizations
 - Provide financial reports to the general manager
 - Provide a strategic plan to the general manager
 - Coordinate schedule and program requirements with General Manager
 - Provide facility status reports to the general manager
 - Work with the authority to develop a plan to increase their participation in the economic health of the park with emphasis on the arts
 - Communicate with the general manager and to their representative on the authority
 - Communicate and work with each other
 - Respect the facility and the staff
 - Respect other park users
 - Provide clear direction to their volunteers





- ❑ The Staff
 - Follow the rules as outlined in the Richter Park Employee Handbook
 - Provide excellent work
 - Respect the park and the supervisors
 - Provide excellent customer service
 - Respect the volunteers

- ❑ The Volunteers
 - Follow the rules as outlined in the Richter Park Volunteer Handbook
 - Respect the staff
 - Respect the facility
 - Provide excellent work and customer service

- ❑ The Park User
 - Follow the rules
 - Respect the staff
 - Respect the facility
 - Have fun





The Communication Plan





Communication Plan Objectives

For a park to be successful, it must reach out to the public in which it serves and communicate its mission, vision, objectives, assets, rules, events, and economic needs. Richter Park has started to develop some elements of a communication plan but it needs to be more consistent and with a clear message that Richter Park is a recreational and arts facility developed for the residents of the City of Danbury. This communication plan will :

- Develop the Richter “brand” of this breathtaking family recreational and arts facility.
- Develop a seamless communication program that will maximize the use of the park to both residents and nonresidents
- Build relationships and support from the community
- Enhance communication with the city
- Enhance internal communication

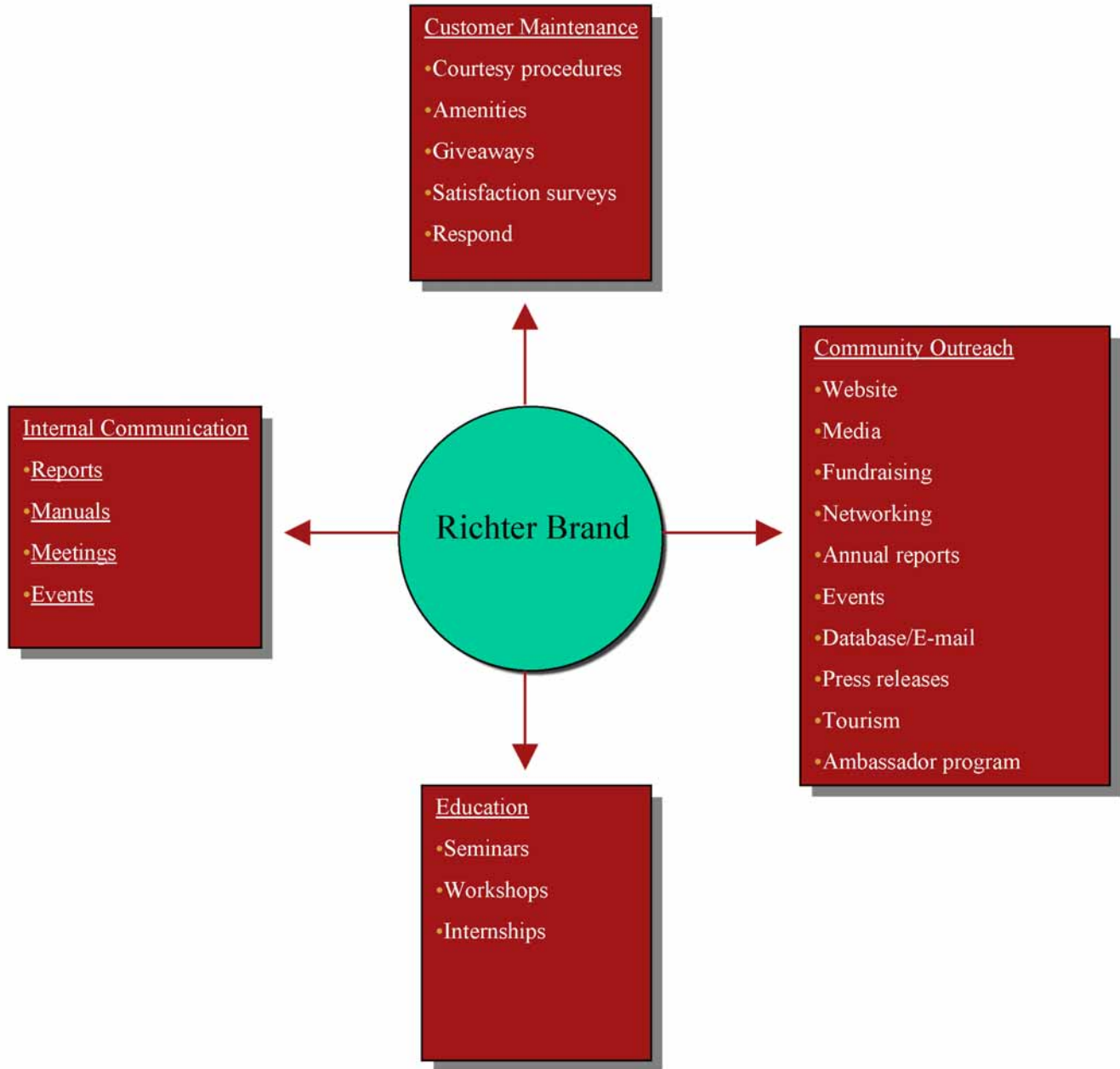
Existing Conditions

- Fragmented communication model
- Website is under construction but still promotes only the golf course
- Advertisement and promotions with emphasis on the golf course
 - Coupons
 - Television
 - Hudson River Valley Pass
- Member of organizations
 - Golf
 - Arts
 - Chamber
- Financial Reports are still limited by past practices
- Restaurant does email marketing and newsletters
- No clear Richter Park BRAND
- Sporadic internal communication
- Sporadic communication with city
- Sporadic communication with community





The New Communication Model





The Model

- Develop Richter Brand
 - Work with marketing consultant to develop the look for the Richter Park that is a recreational and arts facility whose purpose is to serve the residents of the City of Danbury
 - Utilize this look in all materials, emails, merchandise
 - Should include all aspects of the park
 - Golf
 - Art
 - Tennis
 - Hiking
 - Dining
 - Environment

- Public Reports
 - Quarterly and Annual reports suitable for presentation to the city, grant agency, bank and general public. The Richter Park Annual Report should include financial information for all aspects of the park, attendance at the park, programs at the park, projects completed and projects planned, etc.
 - Meets the requirements of the Richter Park charter
 - Assists the Richter Park Authority and FOrE in obtaining funding through loans, grants and endowments
 - Reflects the Richter Brand in format and content
 - Provides the city with a clear view of the state of the park
 - Provides a resident of the city with an understanding of the state of the park
 - Provides a potential donor with an understanding of the park and an understanding of how their money is being utilized





□ In House Communication

- Reports
 - Richter Park Authority provides strategic plan and budget to general manager
 - The general manager provides monthly reports to the Richter Park Authority as a snapshot of the state of the entire park for that month
 - The other managers of the park provide the general manager reports on a monthly and annual basis to be included in the general manager's report
 - The general manager provides an annual report to the Richter Park Authority that then becomes the framework for Richter Park Annual Report
 - The arts provides monthly and annual reports to the general manager as a snapshot of the state of the arts for that time period. These reports should include financial reports, programming reports, attendance reports and any other information that would assist the general manager and Richter Park Authority in providing services to the arts. The information in these reports will be included in the annual report.
 - Other organizations (tennis, hiking, etc) provide monthly and annual reports to the general manager to be included in general manager's report
 - Monthly reports from FOrE to the general manager to be included in the general manager's report. FOrE should also provide an annual report and audit to the Richter Park Authority.
- Manuals
 - Authority Member Manual which provides information regarding the park, the role of the Richter Park Authority, the responsibility of being an Authority member
 - Employee Manual which outlines the benefits and responsibilities of being a Richter Park employee
 - Volunteer Manual which outlines the benefits and responsibilities of being a Richter Park volunteer
 - Procedure(s) Manuals which standardizes procedures
 - Cash handling
 - Customer service
 - Disciplinary steps
 - Maintenance
 - Procurement
 - Rule enforcement





Communication Plan

- Meetings
 - Richter Park Authority meetings
 - Committee meetings
 - Weekly staff meetings
- Events
 - Appreciation events
 - Employee and/or Volunteer Picnic
 - Holiday Party for all employees and volunteers
 - Employee and Volunteer of the Month lunch
 - End of season for arts and golf party
 - Celebration events
 - Special event for when Richter park reaches a specific benchmark
- Ambassador Program
 - Encourage all authority members, arts members, staff and volunteers to be ambassadors for the park
 - Develop a recognition for the best Richter Park ambassador including an award ceremony
- Website
 - Design to be a portal to the entire park
 - Golf page
 - Art page
 - Hiking page
 - Tennis page
 - Dining page
 - Outreach and education regarding golf, art, hiking and the environment of the park
 - Comprehensive regarding activities including golf, art, hiking tennis and general events
 - City of Danbury resident page
 - Nonresident page
 - Business page with links
 - Database collection tool
 - Sponsorship opportunities





Communication Plan

- Database/email
 - Collect names from every resource including website, guest book, tee information, arts, hiking sign in book, tennis sign in book, lists
 - Develop email program to communicate with people who have used the park or are interested in the park
 - Quarterly updates that announce events and sponsorships
 - Email notifications of important news or alerts
- Customer Maintenance
 - Courtesy is the most important tool. Procedures of how to answer phone, book a tee time, answer questions, direct users, etc become part of the employee's benchmark. The best customer is a repeat customer.
 - Amenities that enhance the Richter Park experience
 - Small giveaways that a customer can take away and remember the park
 - Pens
 - Tees
 - Golf towels
 - Satisfaction surveys handed to customer at end-of-round, program, meal, or on web
 - RESPOND to all inquiries, complaints, surveys
- Media
 - Expand knowledge of the Park through diverse press releases regarding events and assets of the park
 - Promote events through all media
 - Position Richter for awards and designation that would be newsworthy
- Events
 - Yearly gala that promotes all aspects of the park
 - 50th Anniversary events for 2018
 - Breakfasts to raise funds for the park
 - Tournaments that raise the profile of the park
 - Art Shows that return Richter back to the premier art venue in the region
 - Musicals that promote the uniqueness of the park
 - Musical/golf event that is based on a famous golfer
 - Musical on the course
 - Festivals that promote the seasonal beauty of the park
 - Spring festival
 - Fall or Halloween event
 - Winter or Holiday events
 - Nutmeg Games





Communication Plan

- Education
 - Seminars
 - Golf playing
 - Golf maintenance
 - Art
 - Tennis
 - Hiking
 - Environment
 - Music
 - Workshops either related to the seminars or independent on similar topics
 - Intern program
 - Golf
 - Art
 - Hiking
 - Maintenance
 - Business
- Fundraising promotions
 - Brochures that describe the park and the benefits of being a FORe member, and arts supporter, etc
 - Richter merchandise for sale with percentage going to FORe
 - Richter mascot developed and used to promote the park
- Grant Proposals
 - Richter brand in all packaging
 - Annual report becomes part of the package
- Networking
 - Memberships
 - Attendance at community events
 - Seminars
- Connection to tourism
 - Get on local tourism websites
 - Stay and play programs with local hotels
 - Relationship with other local courses
 - Overflow
 - Local golf tour program with hotel, golf, dining, package





Conclusion





Conclusion

A master plan is a tool that sets a course toward a vision. This master plan has already set Richter Park on a course to revitalize the park back into a premier golf course and arts facility. Changes have already been made that have improved the physical, economic, administration and communication aspects of the park. This document should be used as a reference to guide the Richter Park Authority in its decision making as they proceed to the 50th Anniversary of Richter Park.

□ The Challenge

- We need perseverance to stay on-course with the vision
- We need vision in order not to lose sight of the future of Richter while worrying about the present
- We need flexibility in order to adjust as times and trends change
- We need commitment to the plans, the park, the staff and the volunteers
- We need an open mind because change is hard
- And most important, we need a TEAM
 - City
 - RPA
 - Staff
 - Volunteers
 - Golf
 - Arts
 - Outdoor recreation
 - Tourism

□ The vision is met when we have:

- A revitalized sustainable park
- National designation for golf course
- Facilities that support the future Danbury resident
- An intimate, cutting edge art community
- Another leg to the Danbury greenway system
- A team advocating for the entire park
- And incredible 50th, 100th and 150th anniversary celebrations honoring the founders that had the dream of Richter





Resources





Connecticut Commission on Culture and Tourism

www.cultureandtourism.org

Musicals at Richter, Inc.

www.musicalsatrichter.org

The Trust for Public Land

www.tpl.org

**U.S. Environmental Protection Agency (EPA) -
Clean Water State Revolving Fund (CWSRF)**

www.epa.gov/owm/cwfinance/cwsrf/index.htm

U.S. Environmental Grantmakers Association

<http://ega.org>

National Endowment for the Arts

www.nea.gov/grants

United States Tennis Association (USTA)

www.usta.com

Fairfield County Community Foundation

www.fccfoundation.org

Connecticut Council for Philanthropy

<http://ctphilanthropy.org>

Grants.gov

www07.grants.gov

United States Golf Association (USGA)

www.usga.org

Golf Course Superintendents Association of America (GCSAA)

www.gcsaa.org

U.S. Department of Energy - Federal Energy Management Program

www1.eere.energy.gov

Environmental Institute for Golf

www.eifg.org

Louis R. Cappelli Foundation

www.cappelli-inc.com

National Recreation and Park Association

www.nrpa.org

The Kresge Foundation

www.kresge.org

The Toro Company

www.thetorocompany.com

Golf Datatech

www.golfdatatech.com





PGA Performance Trak

performancetrak@pgahq.com

**Richter Park Long Range Planning Committee
Salary Wizard**

swz.salary.com

Danbury Community Network

www.danbury.org/arts

Western Connecticut State University

www.wcsu.ct.stateu.edu

Putnam County Visitors Bureau

www.visitputnam.org

Hudson Valley Golf

www.hudsonvalleygolf.com

Richter Park Golf Club

www.richterpark.com

Women in the Golf Industry

golfshow@bellsouth.net

City-Data.com

www.city-data.com

Play Golf America

www.playgolfamerica.com/resources

Economic Development Data and Information (EDDI)

www.cerc.com/eddi

Connecticut Magazine

www.connecticutmagazine.com

National Golf Foundation (NGF)

www.ngf.org

Golf 20/20 Vision for the Future

www.golf2020.com

National Alliance for Accessible Golf

www.accessgolf.org

Connecticut State Golf Association (CSGA)

www.csgalinks.org

United States Census Bureau

www.cerc.com

NGF Consulting

www.ngf.org/cgi/consulting

Housatonic Valley Cultural Alliance (HVCA)

www.hvcaed@snet.net





American Society of Golf Course Architects (ASGCA)

www.asgca.org

Tennis Court Cleaning

www.ultimatewasher.com

X Sports

www.xsports.com

Audubon International Website

www.auduboninternational.org

Rally Master Backboards

www.rallymasterbackboards.com

Golf Structure Alternatives

www.golfstructures.com

Ezgo.com

www.ezgo.com

Golf Car Catalog.com

www.golfcarmacatalog.com

City of Danbury

www.ci.danbury.ct.us

Golf Link.com

www.golflink.com

Course Trends

www.coursetrends.com

Centennial Golf Club of NY, LLC

www.centennialgolf.com

The Golf Club at Oxford Green

www.oxfordgreen.com

Weather.com

www.weather.com

Tashua Knolls Golf Course

www.tashuaknolls.com

Chronicle of Philanthropy

www.philanthropy.com/

The Foundation Center

www.fdncenter.org/

Foundations On-line

www.foundations.org/

Grantmakers for Effective Organizations (GEO)

www.geofunders.org/main/index.htm

Guide Star

www.guidestar.org





Internet Nonprofit Center

www.nonprofits.org

Management Assistance Program for Nonprofits (MAP)

www.mapnp.org/

National Center for Nonprofit Boards (NCNB)

www.ncnb.org/

National Charities Information Bureau (NCIB)

www.giv.org/

The Inner Secrets of Successful Proposals

www.fanniemaefoundation.org/grants/successful_proposals.shtml

International Dark Sky Association

www.darksky.org







Appendix





Appendix

Appendix A – Physical

Overview for Richter Association for the Arts, December 2006
Cornish Mungeam Golf Course Master Plan
The Future of Richter House by Jean DaSilva
Rain Garden - Detail
Rain Garden - List of Plants
Permeable Pavers Detail

Appendix B – Economic

Audited Financial Statement 2007
Approved Budget 2008
USGA Fundraising Guide - "Approaching the Green"

Appendix C – Administration

Richter Park Long Range Committee Meeting of July 6, 2006
- SWOT Analysis Exercise
Charter for Stanley Lasker Richter Memorial Park Authority
By-Laws for Stanley Lasker Richter Memorial Park Authority
Deed to Stanley Lasker Richter Memorial Park

Appendix D – Communication

Branding in Public: Waste of Money?



OVERVIEW FOR RICHTER ASSOCIATION FOR THE ARTS

December, 2006

I. Parking lot

- A. Away from golf traffic**
- B. Closer to house with sufficient parking for handicapped**
- C. Adequate lighting**

II. House

- A. Complete updating of electrical wiring**
- B. New track lighting for gallery viewing**
- C. Handicap access made available.**
 - 1. sidewalk needs to be improved**
 - 2. outdoor lighting needs updating**
- D. New roofing**
- E. Complete updating of heating and plumbing**
- F. Winterize so that the house can remain open all year**
- G. Make upstairs rooms available for use**
 - 1. Dance/acting classes**
 - 2. Poetry/literature readings, etc.**
- H. Larger performance hall**
 - 1. Extend salon by incorporating attached porch**
 - 2. Increase seating capacity**
 - 3. Add a small stage with lighting in the new space.**
- I. Update the kitchen**
 - 1. Use by groups who might want to serve food, such as**
 - a. Danbury Garden Club**
 - b. Danbury Men's Club**

We envision the house being used all year for various arts activities for small and larger groups. Arts and crafts shows could be held. All events would have to be scheduled around the programs of Richter Association for the Arts and Musicals at Richter. If the improvements are made, many possibilities would open up for community uses.

As more events are scheduled, it might require someone to be assigned supervisory tasks to be sure that all groups use the house appropriately. The income realized from increased activities could be used to pay for such a person.

The present servants' quarters might also be adapted to house the above mentioned supervisor who would provide service in exchange for housing. In any event, these rooms should be equipped and furnished for productive use.

RICHTER PARK GOLF COURSE

Danbury, Connecticut

FINAL MASTER PLAN



Prepared By:

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December 7, 2007

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FEB 8 - 2008

DIDONA ASSOCIATES

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 - Site Description
 - Goals & Objectives
 - Golf Course Architect

- II. Hole by Hole Description of Changes

- III. Summary of Items Reviewed

- IV. Golf Hole Length and Sequence Chart

- V. List of Work Items and Construction Estimate

- VI. Golf Before and After Photo Simulations

SECTION I - INTRODUCTION

PROCESS

MUNGEAM CORNISH GOLF DESIGN was retained by Richter Park Golf Course in the summer of 2007 for the purpose of preparing a Master Plan for the golf course. We conducted a detailed study of the golf course over several visits and meetings with the Master Plan committee, course superintendent, general manager and representatives of Didona Associates, who are providing the overall site Master Plan.

The Master Plan is a long range vision for the golf course, practice areas and support facilities. The Richter Park Authority will adopt the Master Plan as its primary guideline for development of golf course changes and improvements in the foreseeable future.

SITE DESCRIPTION

The golf course is located in 180-acre Richter Park off Aunt Hack Road on the western edge of the City of Danbury. The Park and course are located in a rural, residential area about 3 miles from Interstate 84. Accessed by narrow, residential streets, the large property is bounded by roads, houses, a large reservoir and undeveloped conservation land.

The course site is best classified as hilly and rocky, with steep hills and ledge outcroppings throughout. Aunt Hack Road divides the property, with the front nine and reservoir to the east and back nine, clubhouse and practice area to the west. The scenic course plays through mature woodland forest, past boulders and ledge and along the shore of West Lake Reservoir. There is a nice mixture of uphill and downhill holes and the course is well routed to highlight the sloping terrain and dynamic setting. The highly respected course is often included on lists of the top public courses in the country.

Richter Park also includes a clubhouse with restaurant, pro-shop, turf maintenance facility, tennis courts, hiking trail and "Richter House" - home of the Stanley L. Richter Association for the Arts.

GOALS AND OBJECTIVES

There are a number of goals and objectives for updating the Master Plan. These can be placed in the following categories:

PRESERVATION - The Master Plan will address preservation of the landscape and golf course character while providing recommendation on programmatic issues such as drainage, circulation, strategy and cart paths. The ideal preservation scenario would be to strike a balance between course features, maintenance and operations.

INTEGRATION - Changes to the course should be seamlessly integrated into the existing facility and blend into the positive and natural attributes. The most appropriate renovations should be subtle and not obviously changed when viewed by its patrons.

RESTORATION - The architect will utilize all available information, such as old aerial photographs, original drawings and observations made in the field to best ascertain the original design. The proposed work should refresh the course physically to meet the requirements of modern maintenance and play, while being sympathetic to the original design and character.

FLEXIBILITY - The Master Plan is flexible in terms of implementation. The strategy should include a prioritized list of capital improvements which will give the facility flexibility in determining improvements relative to cost, maintenance, durability, schedule and impact on course play.

The following report characterizes the proposed steps necessary to meet those goals and to invigorate Richter Park Golf Course with new features and improvements to restore its reputation as a highly desirable golf facility.

Edward Ryder
GOLF COURSE ARCHITECT

Ed Ryder attended Hofstra University studying landscape architecture, engineering and business with the avowed intent of becoming a golf course architect. In 1960, on the advice of golf course architect Geoffrey Cornish, Ryder joined the golf course contracting firm of C. B. Carlson & Sons. In that capacity he worked on construction sites of layouts designed by several prominent architects in the northeast. In the mid-1960's he began designing and re-modeling courses in metropolitan New York in partnership with Val Carlson, one of C.B.'s sons. In 1970 Ryder moved to Florida, where he opened his own golf design firm, based in Coral Springs.

Ryder started work on Richter Park in 1964 and the course opened in 1972.

Ref.: The Architects of Golf, Geoffrey S. Cornish and Ronald E. Whitten



Figure 1. Existing 3rd hole view.



Figure 2.

PART II - HOLE BY HOLE DESCRIPTION OF CHANGES

The following is a hole-by-hole narrative review of the modifications proposed on the Revised Preliminary Master Plan.

HOLE #1

The opening hole at Richter Park is located across the street from the clubhouse. We reviewed the tee and practice green area with the hope of improving the circulation and control of players waiting to start play. The ideal situation is for players to encounter and utilize the practice green before reaching the tee. The Master Plan calls for enlarging the small practice green and shifting the back tees to the right to the location of the “new” practice green. The middle and forward tees shall be rebuilt in the same approximate location. The new tees will provide excellent visibility of the landing area.



Figure 3. View of first fairway from tee.

Several trees should be planted along the road to the left to reduce the potential for balls entering the roadway, and a path added down the right side to reduce wear on the fairway. A few trees on the inside corner of the hole should be removed to provide an unobstructed view of the green for those players on the right side of the landing zone. Existing bunkers left and right of the rebuilt green should be restored.

The muddy, silted pond area to the right of the green provides a great opportunity to establish a wetland with indigenous plants that could help control and cleanse the runoff that enters the reservoir.

HOLE #2

The second hole is currently a short par-5 of 518 yards. The rear tee has been shifted back and right to improve the angle into the fairway, which slopes from left to right. The existing front half of the rear tee can become part of a new middle tee. The other existing tees should be rebuilt and expanded.

The second and fourth are parallel holes separated by a thin row of trees. With out of bounds on the right side of #4, there are a lot of shots hit from the fourth tee into the 2nd fairway. The Plan proposes shifting the 2nd fairway to the right to improve the separation and reduce the safety issue between these holes. This will require removal of several trees on the right side. The existing fairway bunker is moved to the left side of the hole to help with separation.

The landing area on #2 is very wet and the Master Plan proposes installation of drainage to improve conditions in this area. The cart path is extended from tee to approach, cutting across the fairway about 150 yards from the existing green. The hole directly abuts the reservoir on the right.

The water is a very scenic aspect of the playing experience. Brush and small trees should be removed along the right side of the hole to improve visibility and connection with the water. In their place, the course should promote low growing edge plantings and fescue dominated secondary rough as a buffer.



Figure 4. Remove brush along fairway edge.

A goal of the Master Plan is to diversify and lengthen the course to keep it relevant for possible tournament play with the technologic advances in equipment. With space behind this green, we propose rebuilding this green to the rear of the current putting surface, adding 52 yards so it plays 570 from the back. The new green would be smaller than the current large surface.

HOLE #3

The third is a great par-3 playing across a corner of the Danbury Reservoir. The Master Plan proposes shifting the rear tee to the right and closer to the water to make room for the new 2nd green and provide better players a more difficult angle to the green.

For a hole with a forced carry, there should be more bail out area for less accomplished players. An approach fairway is added to the front left of the green, and the path shifted behind the rebuilt bunkers on the left. Placing a path between a fairway or green and bunkers should be avoided. The right greenside bunker should be shifted forward and out from under the beautiful sugar maple tree framing the right side of the hole.

HOLE #4

Current tee space on the 430 yard fourth is much too small. All tees should be expanded to provide more area for the movement of tee markers that helps improve conditioning. On 4, the path should be shifted and the tees expanded to the right.

The fourth hole is bounded on the right by a road. An unseen bunker currently guards the right side of the landing zone. To help force play away from this side, the Plan proposes addition of a new bunker on the right side of the fairway about 170 yards out from the middle tee. The existing bunker shall be shifted left and raised so that both hazards will be visible from the tee. To compensate for these new features and open up shots to the left, the fairway will be expanded to the left in front of the large bunker guarding this side.

Considerable drainage is needed on the hole to enable fairway expansion and improve springtime playing conditions.

The green is very steep and presents problems with enough suitable cupping areas when the greens are fast. The Plan proposes re-construction of the putting surface to reduce the slope and make it more usable. Bunkers beside the green should also be rebuilt in a consistent style and with improved drainage.

HOLE #5

The fifth is a medium length par-3 that returns across the reservoir. The small tees are perched along the edge of the reservoir. The Plan proposes expansion of the tees, requiring filling within the water. This fill was offset by the removal of the causeway between the forward tee and green site and installing a cart bridge in its place.

The putting surface is severely contoured with a large area unusable due to the dramatic terrace. Consider rebuilding this putting surface to increase the amount of usable area. Bunkers to the left and right should be rebuilt and the large maple tree at the front right of the green removed as it hides too much of the putting surface.



Figure 5. Rebuild 5th green complex.

HOLE #6

Players are faced with a blind tee shot to a crowned fairway on the 413-yard sixth. The rear tee was recently rebuilt. The Master Plan calls for shifting the forward tee right. Extending the path left and connecting it to existing path will eliminate the very visible worn area directly in front of the tee.

Most players currently lay-up on drives to the top of the hill, then have a long shot over a wide area of rough to the narrow approach fairway and green. This results in a long forced carry that is difficult for weaker players to manage. The Master Plan proposes expansion of the fairway on both sides of the ravine to shorten the carry, and restoration of the creek where it crosses the hole. We feel the increased fairway offsets the added difficulty of crossing the exposed creek. We feel that removal of the culvert and restoration of the rock-lined stream has significant environmental benefits.



Figure 6. Continue cart path to left side of fairway.

The current bridge is often in play and it is proposed to be shifted toward the lake, with a catch bunker added to the left front of the green. The slope to the right of the green provides a nice area for expansion of fine fescue secondary rough.

HOLE #7

There has been prior discussion regarding shifting of the pump station from behind the tee to the left side of the landing area where the water is deeper and colder. Once moved, the tee can be extended back to gain 15-20 yards on the par-5 hole.

The right half of the current fairway slopes sharply from right to left and does not provide visibility of the green. The left rough is the ideal landing area location as it affords a level lie and a clear view down the hole. The Plan proposes removal of many trees along the left side of the landing zone, connecting the path from tee to approach and shifting of the fairway to the left so players are better rewarded for hitting the fairway.

A bunker was added to the right side of the second landing zone. With a bunker added to the front left of the green, this new hazard protects the best angle into the long narrow putting surface, which should be restored, to the back. The existing right front bunker is eliminated and the former right middle bunker restored.

HOLE #8

The short par-4 eighth is probably the weakest hole at Richter Park. Players are faced with a blind drive to a severely sloped fairway to a limited landing area. Good players play irons and fairway woods from the small tee to the only level area of fairway at about 230 off the tee. There are few other options available on the hole. The plan calls for expanding the tee to the back with removal of several trees to the left side of the tee.



Figure 7. View of green from above the landing zone.

The current path visibly ends directly in front of the tee directly adjacent to the forward tee. The forward tee should be shifted left off the line of play and the path moved off the center of the hole.

Unfortunately, there is not much that can be done with the steep fairway and lack of visibility. The Plan does propose raising the end of the fairway in front of the pond to create another flat landing area closer to the green. The two rear greenside bunkers are rebuilt with improved drainage and consistent sand.

HOLE #9

Tees on the final hole on the front nine are too small. Open space to the left of the tee provides the opportunity to expand the tee width to create alternate angles of play. The existing forward tee should be lowered so as not to block the view from the rear tees and the path and nursery green shifted to the right

Bunkering is the key to defending this short par-four and to directing shots away from the adjacent street. The Plan proposes shifting the approach bunker down the hill toward the tee to have greater impact on long tee shots. The right front bunker is too far from the green to impact good players and is shifted closer to the putting surface.

HOLE #10

The tenth tee is located directly adjacent to the clubhouse and parking area. The proximity presents a circulation problem for those entering and leaving the clubhouse and using the rear tees. This is a busy area for placement of tee. The landing zone can be very wet and the first fairway bunker creates a double hazard, as a tree obstructs play toward the green from the hazard. Alternative plans for shifting the entire hole and expanding the practice range have been proposed.

A new 380 yard, par-4, 10th hole is proposed playing between the parking area and tennis courts through the maintenance facility. The Fairway is flipped to right of the pond and the green complex built just below the 11th tees. A new practice range is developed in place of the old 10th hole with an expanded tee, all weather tee, target greens and extended length.

HOLE #11

The 11th plays sharply downhill from the elevated tee, where some players have a great view of the hole, and others none at all. The tees should be rebuilt to step down the slope so that all players have nice view of the fairway and green.

The fairway for 11 is flat and uneven, with numerous pockets of standing water. The fairway is in need of some grading and additional drainage to better remove water and provide improved playing conditions. Balls hit to the right enter dense woods and barren ground. The plan calls for removal of some trees, expansion of the fairway to the right and improvement of the turf in this extensively played area.



Figure 8. Rebuild 11th tee as pair, raising rear to increase visibility of fairway

HOLE #12

On hole #12, the plan calls for the addition of a new rear tee and re-construction of the middle tees. Hole length is increased to 546 yards from the back and over 500 yards from the middle tee. The path is shifted left of the tee area to hide it from view, than extended up the right side of the hole to the landing zone.

A bunker and berm are added to the left side of the hole. The bunker will frame the drive zone and provide an aiming point off the tee. Maintenance of the fairway is greatly affected by drainage off the hillside on the left, and installation of a swale and berm will keep surface water from crossing the fairway. Extensive brush clearing and tree thinning is needed along the left side of the hole.

The fairway on #12 slopes sharply from left to right, throwing many good shots into the right rough. Players are faced with a blind second shot, but there is little soil under the turf, greatly limiting the ability to re-grade the hole and make it more receptive. The Master Plan does call for raising the right side of the fairway to help hold shots. A “catch” bunker is also proposed along the water at the approach, with the fairway continued through to the putting surface.

HOLE #13

The 13th is a medium length par-3 playing uphill to a large green. The two level tee is too small to adequately serve the amount of play received without turf damage. The plan proposes building a new rear tee to help with the maintenance. Cutting back trees around the tee would help with sunlight and air circulation on the current tee to improve turf recovery.

Bunkers at the green should be rebuilt, with the left bunker expanded to the front left to eliminate the worn area between the large rock and sand.

HOLE #14

One gets a great view from the tee area on the downhill, par-4 14th. The plan proposes an additional of a new rear tee to increase the holes length and widening of the middle tees to improve turf conditions resulting from excessive wear. Trees along the right side of the hole must be removed to make the tee expansion usable.

The fairway on 14 is often wet. The settled turf evidences former drainage installations. This drainage should be improved and expanded. The plan proposes expansion of the small pond, with creation of a “soft” edge of wetland plants along the right side of the hazard. If the pond is not enlarged, the fairway should be expanded closer to the pond.



Figure 9. Improve drainage in fairway.

Several trees should be removed to the right side of the green to allow for improved turf in this often played area. The existing large oak is hollow and decaying and unfortunately must be removed. A new rear bunker will take its place. Three existing greenside bunkers should be rebuilt with improved drainage and consistent sand.

HOLE #15

At 342 yards from the back, #15 is the shortest par-4 on the back nine. With an expanded practice range there is no space behind the wall to the rear of the tees to add length to the hole, as was initially considered. The existing tees should be expanded and leveled.

Tee shots are played to a low-lying fairway with wetlands on both sides. The ground is very uneven and poorly drained. Consideration should be given to raising and draining this fairway to improve playing conditions.



Figure 10. Improve drainage in 15th fairway and remove trees blocking visibility of right side of green.

From the right side of the fairway, only the left half of the green is visible due to trees overhanging the right side of the pond. These trees should be removed to allow for a clear view of the green from the right side of the hole. The strategy of the hole is improved through elimination of the right greenside bunker and expansion of the left. This gives players hitting close to the pond on the right an easier angle to the hole than those driving to the left, who will be forced to go over the bunker.

Spruce trees planted behind the green should be removed before they adversely impact the health of the putting surface.

HOLE #16

At 580 yards, number 16 is the longest hole at Richter Park. Being long, straight and generally flat, it is one of the least visually attractive holes on the course. With water left and out of bounds right, it is one of the more difficult holes to play. The current white tee markers are only 10 yards less than the Blue. We feel this is much too long for this level player and have proposed the addition of a new tee that allows for a marker setting of 520-540 yards. The existing forward tee should be expanded and leveled, with the path shifted to the left beyond the tee and extended to the new path left of the approach.



Figure 11. Add middle tee and expand forward tee.

As with hole #15, the first landing area is low and flat. The beginning of the fairway is often unusable in the spring. Drainage improvements are needed to remove water more quickly and make maintenance easier. Part of these improvements is the creation of a pond to the right of the tees up to the start of the fairway.

A small hill guards the left side of the approach. Carts are forced utilize the fairway until beyond this feature, and then are funneled onto the path. The Plan proposes development of a new path over the hill to eliminate the worn area left of the approach, removal of the left bunker, and expansion of the fairway in the area between the hill and putting surface. Bunkers to the right of the green should be rebuilt.

HOLE #17

The last par-3 is a pretty hole of 165 yards that drops thirty feet between tee and green. A large Hickory tree at the front divides the two-level tee. This tree limits the utilization of too much tee area and should be removed. The former path to the right of the tee can be removed and the right tee expanded to the right. This will also require removal of a couple trees to the right front of the tee. The forward tee is lowered and widened.

Bunkers at the small green should be rebuilt and drainage off the back left of the putting surface improved.

HOLE #18

The final hole is a long, dogleg right par-4 of 438 yards. It is an excellent closing hole, with players able to carry the large Oak tree at the corner able to shorten the distance and gain an advantage. The plan proposes expansion of the tee to the back about 15 yards to help maintain the difficulty of the hole for good players with high tech equipment. The middle tee is also expanded and a forward tee added. We debated the merits making this hole a long par-4 for women, but have decided to retain it as a par-5.

A bunker was added to the left side of the fairway at about 190 yards from the green. This hazard will be an aiming feature for most, although long hitters will need to be aware. Another bunker was added to the natural slope to the right side of the approach. The left greenside bunker is to be rebuilt and the right bunker eliminated.



Figure 12. Natural upslope in 18 approach for new bunker.

PRACTICE FACILITIES:

The current practice range is very small and presents a safety issue for players on holes 10 and 18. As part of the Master Plan, several alternative locations for the range were evaluated. The chosen scheme proposes rebuilding the 10th hole and expanding the range into this area with an increased number of tee stations, an all weather tee surface and target greens.



Figure 13. Rebuild first tee and practice putting green.

The plan also includes the development of a new, enlarged practice green in the area of the current small green across the street from the clubhouse. This location is optimal as it provides a large area for practice that is visible to the starter and prior to the 1st tee.

Several concept plans identify potential locations for a short game practice area. A location to practice chipping, approach and bunker shots would greatly enhance the facility.

SECTION III -SUMMARY OF ITEMS REVIEWED

TEES

The Master Plan calls for work on several of the teeing areas with the intended goal of improving alignment, and increasing surface area and levelness. Where required, tees are expanded to improve conditions by reducing plant stress brought about by excessive play. Each of the four distinct tee areas was assessed and appropriate action recommended to increase variation in the angle of play and to improve conditioning. Expanding the tee boxes increases the variety within the course so that holes are not played from the same angle and distance each day. During this work, the placement of tees will be carefully studied to allow for more interesting and enjoyable play for all caliber of golfer.

The proposed blue tee marker length has been lengthened to 6,931 yards from 6,744 yards. Holes 1, 2, 7, 8, 12, 13, 14 and 18 were lengthened with expanded or new rear tees. For example, the first tee complex is rebuilt as part of shifting the putting green closer to clubhouse view thus increasing the hole's angle or dogleg and difficulty. This distance increase better tests today's low handicap players.

BUNKERS

A high priority of the Richter Park Master Plan is bunker renovation to improve play conditions, ease maintenance and develop a consistent style. This style features half sand half grass faces with and slightly concave shaped floors.

The placement of sand bunkers adds greatly to the strategy and aesthetics on a golf course. Bunkers have other purposes beyond strategic, including to frame greens and landing areas or catch shots from rolling into trees or out-of-bounds. Bunkers are often placed in areas that force players to play short or off the direct line to the hole. Players will have to think their way around the course and decide whether or not it's worth taking the risk of challenging a bunker to gain the advantage of a shorter shot or better angle. Fairway bunkers have been added to accentuate the strategy, improve aesthetics and enhance shot values on holes 2, 4, 7, 11, 12 and 18. Green side bunkers will be rebuilt, shifted or eliminated to improve play characteristics and maintenance.



Figure 14. Eliminate bunker and double hazard.

Bunkers will be rebuilt with modern materials and USGA approved sand so that each bunker is similar when viewed or played from. Additional irrigation coverage may be required at some bunkers to improve turf conditions on the slopes.

GREENS

The putting surfaces are generally considered the most important feature on a course. Their design, playability and upkeep are of utmost importance to the desirability of the facility. Players demand surfaces that are smooth, firm, fast and consistent. On new courses planted with genetically improved, pure, bentgrass grown on specifically manufactured soil, such conditions can be readily achieved. On older courses that have “push-up” soil greens and a mixture of bentgrass with poa annua turf, such conditions are more difficult to consistently achieve over an extended period on time.

The Master Plan further addresses improvements to the putting surfaces to meet the goal of consistently smooth and fast playing conditions. Restoration of lost green and collar area is recommended for several putting surfaces. Over time, greens lose their original shape and tend to shrink in size. Restoration involves the re-establishment of former putting surface and collar into areas that are currently rough at the fringe of the existing green.



Figure 15. Rebuild the 2nd green complex

Restoring lost green area often restores valuable, strategic cupping areas, and its undulations. Restoration occurs most frequently at the front and rear corners and behind bunkers. Restoring greens to their original shapes enhances the original design intent. Restoration is proposed for the greens on holes # 3, 7, and 16. The process of restoring area is relatively simple. The most successful method is to cut out the existing turf, upgrade the soil, shift the irrigation (if necessary), and replace with turf cut from a nursery or other green. Some clubs choose to heavily aerate and topdress the expanded areas while gradually lowering the mowing height.

Complete reconstruction is proposed for the 2nd, 4th, 5th and 10th greens. The existing 4th green is steeply sloped, resulting in few fair cupping positions. Rebuilding the green will provide a more gently sloped putting surface that increases the amount of usable cupping area, while maintaining the same character. The putting surface will be re-constructed to exacting technical specifications that will improve the playability, aesthetics and conditioning of the feature. The 10th green is part of an entirely new golf hole that is built to the south east of the 11th hole. A new practice range is built where the existing 10th hole is currently located.

TREES

When maintained, trees that border the fairways and frame the greens are beautiful. Where overcrowding occurs, they become less impressive, and have an adverse affect on turf quality through their shade and restriction of air movement. Trees are often planted which change the design by eliminating alternate routes of play. Such trees should be removed.

The Master Plan notes several areas on the course where selected tree removal and under brushing should be undertaken. This work is recommended to either improve turf quality, improve playability, or restore strategy and views. Often a single, mature tree will have greater impact than a lot of small ones. Small trees planted 20 – 30 years ago are now mature and growing together. Many trees should be removed to allow the remaining ones to fully develop. The goal of tree planting and removal should be a healthy blend of separation and visual impact being always mindful of the mature size of each species and the shade and play impacts it will produce. Richter Park current has a nice group of tree lined holes with limited areas of hindrance to play and maintenance.

In future tree planting, much thought needs to be given to the affect the tree will have on playability when it reaches its mature height and width. This is also an important consideration in the spacing of plantings. Native plant material should be recommended in most cases. The club should continue to review and remove trees and branches that adversely affect playability, air movement, and sunlight on key features. New tree planting along the left side of the 1st hole will screen the roadway and help catch wayward tee shots.

FAIRWAYS

A project which will improve both the aesthetics and strategy on the course is the re-definition or “contouring” of the fairways. In contouring fairways, both natural landforms as well as designed features (such as bunkers and mounds) are utilized to create gently curving fairway edges. The fairways curve back and forth to “show” the features, while maintaining a relatively consistent width.

In most locations, the modifications to fairways involve more expansion then reduction. Such expansions improve playability and better shape the fairways into the existing landforms or relocated bunkers. Fairway expansions also **balance out the increased difficulty resulting** from bunker shifting and new bunkers that have been added to the layout. Holes like #4 for example, will become a more attractive and enticing hole because of the modified fairway alignment and additional bunkers. The modifications will require that players aim at a specific portion of the fairway to gain an easier angle into the green.



Figure 16. Expand 6th approach fairway and restore rocklined stream across fairway.

Close cut chipping areas have been proposed or expanded to add interest to recovery shots on several holes. The 18th hole green will have an expanded collar to provide a more receptive target for a long par 4. We often see accomplished players having a more difficult time deciding upon which club to use from these areas, while the less accomplished players are often able to putt the ball.

CART PATHS

Several locations for cart path additions, shifts, extensions and improvements are indicated on the plan. Development of a continuous cart path system with new connections on 2, 6, 7, and 16 will improve course availability during inclement weather. The difficult slopes on hole 12 do not allow a continuous cart path, but extensions at the tee and green end will improve circulation. Dry turf conditions on hole 18 allow for carts to travel without being restricted to a path.



Figure 17. Shift path behind bunkers adjacent to 3rd green.

Final placement of paths and selection of construction materials is the responsibility of the club, which should seek consistency on materials and width for this item. Should additional path work beyond that shown be deemed necessary, this work should be considered part of this plan if approved by the committee.

COURSE LENGTH

Richter Park is attractive to the public because it is fun to play and offers a challenge for the more accomplished player. The goal of the Master Plan should not be to change what it is, but to beautify and improve the current layout.

As part of the Master Plan process we review the total course length and often recommend increasing the yardage to keep the course current with technology. We have proposed increasing the total blue course length to 6,931 yards from 6,744 yards.

DRAINAGE

Insuring quick and efficient removal of water from playing surfaces is probably the most important requirement of course design and maintenance. Improving poorly drained areas is an integral part of the Master Plan. Several locations of poor drainage have been noted such as the fairway on #4 and the first half of the fairway on #14. The Plan identifies areas on the course where additional drainage should be installed due to chronic wetness or puddling. The plan also notes where additional grading is recommended, such as the 16th fairway area to more efficiently move water from the surface. The addition of drainage is very site specific and cannot be detailed in its entirety as part of this Master Plan.

IRRIGATION

The Toro double row irrigation system was installed over fifteen years ago and is sufficient for maintaining turf quality. The lifespan of a typical irrigation system is about twenty years, thus additional repair and replacement of the irrigation system should be expected.

Water is pumped directly from West Lake Reservoir on hole #7. The pond is sufficient to supply water for the current system, however the current pump station location has limited uptake during drought conditions. The Master Plan calls for relocation of the pump station to a location where a deeper portion of the pond can be accessed and cooler water supplied to the course.

The Master Plan calls for updating of the irrigation system in conjunction with the renovation work in those areas. It is especially important that a supplemental irrigation system be added with the restoration of the bunkers.

PRACTICE FACILITIES

Richter Park is lacking in good practice facilities and we recommend expansion of these areas. By offering better facilities, players can adequately warm up prior to a round. The current practice range is too short and narrow and creates safety issues on holes 10 and 18. The small practice tee can be used by a maximum of six players at one time. The fairway area lacks target greens that allow players to focus shots to a specific distance and see their ball react as on the course.

Using the area occupied by the 10th hole, a new practice range will be built with an expanded tee for almost twenty golfers, an all weather tee for inclement weather, target greens at varying lengths and expanded length to allow more golfers to hit long irons and fairway metals.

The Master Plan calls for the existing putting green and first tee complex to be rebuilt. The expanded putting green is built closer to the road improving player circulation and providing good visibility from the pro shop. The first tee is built further down the hill tightening the dogleg.



Figure 18. Replace 10th hole with new practice range.

Space also exists for the addition of a short game practice area near Richter Mansion consisting of several practice greens, fairway area, rough, grass mounds, grass catch bunkers and sand bunkers that provide a location to practice short and long bunker shots. This area will be a great place to learn and practice the game.

PLAN IMPLEMENTATION

We have prepared many Master Plans for courses throughout the country. On some of those courses, work on the plan has been completed. On many others, the work was never fully implemented. For different reasons, those clubs often started the work, but never carried it through. We do not believe that the five to ten year implementation period works well, primarily due to changes in personnel that make it difficult to maintain consistency in carrying the implementation process forward. The most successful plans are those that are carried out in two to five years. This period would hopefully allow the same course superintendent, contractor, green chairman, club president and architect to be involved, bringing the consistency desired to the project.

RESOLUTION

Based upon the information put forward in the "List of Work Items" and the work to date carried out by the Club, the golf architect recommends that a resolution be presented to the owners somewhat as follows:

"Resolved that there will be no major changes to Richter Park Golf Course other than those contained in the Master Plan or those proposed by the Architect and Master Plan Committee unless approved by the Board of Governors."

MUNGEAM CORNISH GOLF DESIGN, Inc. wish to express their appreciation to Richter Park for they're support of this firm and the changes brought to the club and for the opportunity to develop the Master Plan.

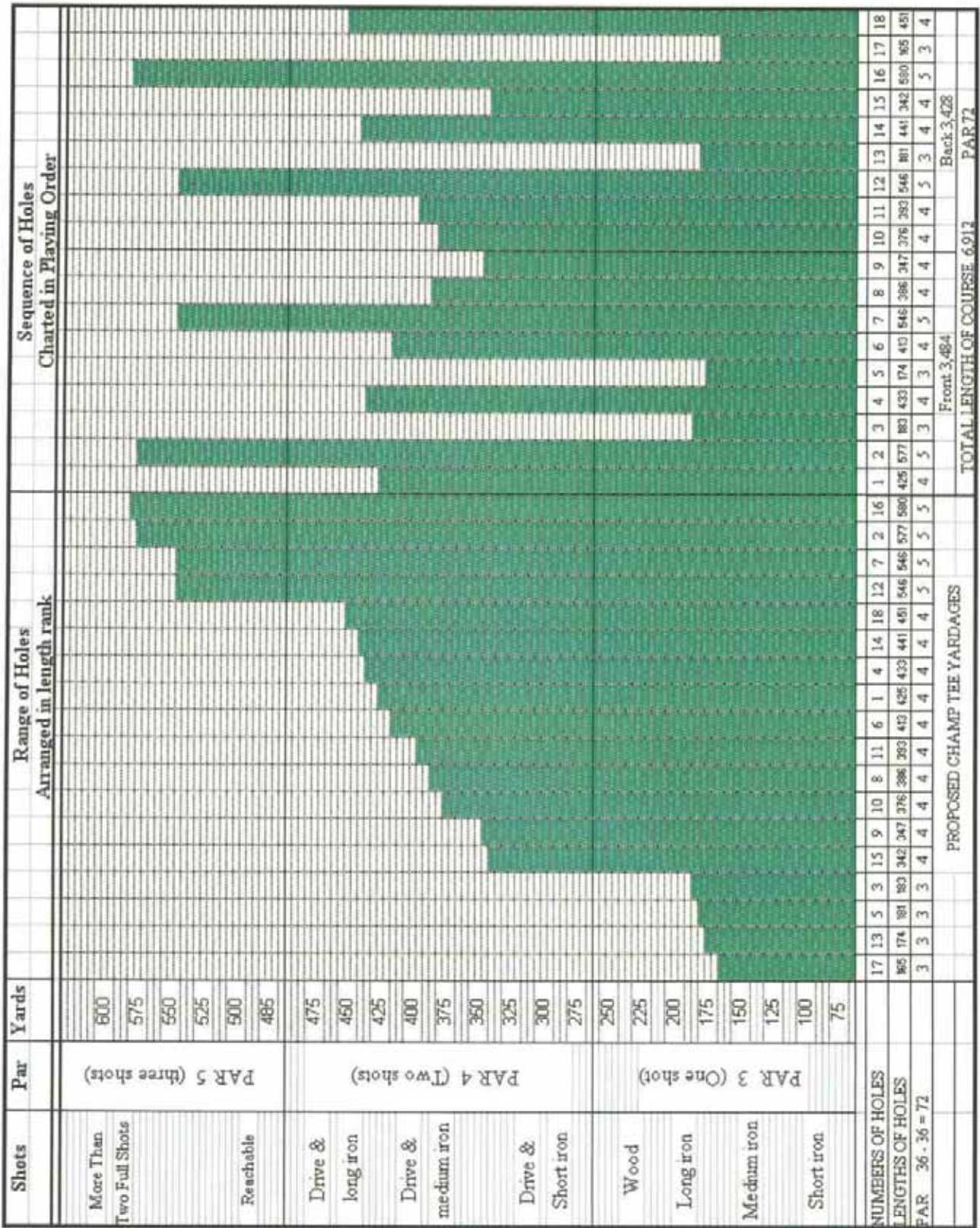
Congratulations on taking another step in the advancement of the course into the future.

Respectfully submitted,
MUNGEAM CORNISH GOLF DESIGN, Inc.



Mark A. Mungeam, ASGCA
7 December, 2007

Charts similar to the following were used by golf architects of the past to better show the hole lengths and to insure that there is adequate balance within the course.



**SUMMARY OF PROPOSED MODIFICATIONS
RICHTER PARK GOLF COURSE**

Hole	Task	Description of Work	Priority	Price
HOLE #1	1	Add new tees at putting green	B	\$ 18,000.00
	2	Rebuild main tee, shift right	C	\$ 30,500.00
	3	Rebuild forward tee, shift right	C	\$ 6,600.00
	4	Add berm and swale left of landing area	D	\$ 8,300.00
	5	Plant trees along road	D	\$ 7,500.00
	6	Add path right of fairway	B	\$ 17,600.00
	7	Remove several trees right of approach	D	\$ 2,000.00
	8	Curb path, add asphalt	B	\$ 5,600.00
	9	Rebuild two greenside bunkers	A	\$ 14,000.00
	10	Add two cart path pull-offs	B	\$ 1,250.00
	11	Remove silt, create wetland forebay	D	Unknown
		Hole #1	TOTAL	\$ 111,350.00
HOLE #2	1	Add rear tee	C	\$ 9,000.00
	2	Eliminate existing back tee, rebuild middle tees	C	\$ 21,000.00
	3	Shift forward tee left	C	\$ 6,600.00
	4	Cut back trees right of tees	C	\$ 2,500.00
	4	Eliminate right fairway bunker	A	\$ 3,800.00
	5	Add left fairway bunker	A	\$ 11,500.00
	6	Remove trees right of landing area, expand fairway	D	\$ 6,700.00
	7	Improve drainage in first landing area	A	\$ 12,500.00
	8	Add path from tee to approach	B	\$ 23,400.00
	9	Remove Pine trees in right approach	D	\$ 5,000.00
	10	Expand right front greenside bunker left	A	\$ 9,000.00
	11	Eliminate existing green	D	\$ 10,000.00
	12	Add right approach bunker	A	\$ 9,500.00
	13	Add left approach bunker, modify and extend path	D	\$ 13,500.00
	14	Shift green back 160 feet, add left and rear bunker	D	\$ 87,500.00
15	Eliminate left rear bunker	D	\$ 3,000.00	
		Hole #2	TOTAL	\$ 234,500.00
HOLE #3	1	Shift rear tee right	C	\$ 18,300.00
	2	Level main tee	C	\$ 16,200.00
	3	Shift path left	A	\$ 5,000.00
	4	Shift approach bunker left	A	\$ 10,500.00
	5	Rebuild left approach bunker	A	\$ 7,500.00
	6	Add approach fairway	A	\$ 4,500.00
	7	Shift right greenside bunker forward	A	\$ 9,500.00
	8	Restore green to rear	D	\$ 3,500.00
	9	Rebuild left rear bunker	A	\$ 7,500.00
		Hole #3	TOTAL	\$ 82,500.00
HOLE #4	1	Expand rear tee back and right	C	\$ 10,000.00
	2	Shift path right	B	\$ 5,000.00
	3	Enlarge main tee, shift right	C	\$ 25,200.00
	4	Add middle tee	C	\$ 6,600.00
	5	Rebuild and expand forward tee	C	\$ 5,800.00
	6	Remove left path	B	\$ 3,000.00
	7	Add right fairway bunker, modify fairway	A	\$ 10,500.00
	8	Rebuild & raise right fairway bunker	A	\$ 10,500.00

**SUMMARY OF PROPOSED MODIFICATIONS
RICHTER PARK GOLF COURSE**

Hole	Task	Description of Work	Priority	Price
HOLE #4 Continued	9	Add drainage in fairway area	A	\$ 15,000.00
	10	Expand fairway left to landing area	D	\$ 3,250.00
	11	Rebuild left fairway framing bunker	A	\$ 10,500.00
	12	Add right approach bunker	A	\$ 9,000.00
	13	Expand approach fairway right	D	\$ 2,000.00
	14	Rebuild right greenside bunker	A	\$ 8,000.00
	15	Rebuild left greenside bunker	A	\$ 8,000.00
	16	Rebuild green softening slope	D	\$ 65,000.00
		Hole #4	TOTAL	\$ 197,350.00
HOLE #5	1	Expand main tee to front	C	\$ 25,200.00
	2	Expand forward tee to rear	C	\$ 11,800.00
	3	Remove causeway, add bridge	D	\$ 50,000.00
	4	Remove tree right of green	D	\$ 1,000.00
	5	Rebuild entire green complex, adding rear bunker	D	\$ 85,000.00
			Hole #5	TOTAL
HOLE #6	1	Shift forward tee right	C	\$ 9,700.00
	2	Extend path right	B	\$ 7,000.00
	3	Raise grade and expand fairway in first landing area	C	\$ 12,500.00
	4	Repair wall and remove pipe to expose creek	D	\$ 26,300.00
	5	Shift bridge and path	B	\$ 13,500.00
	6	Expand fairway back to creek	D	\$ 2,700.00
	7	Add grass catch bunker	A	\$ 7,500.00
		Hole #6	TOTAL	\$ 79,200.00
HOLE #7	1	Move pump house, expand rear tee back	A	\$ 75,000.00
	2	Extend path along left side of hole to approach	B	\$ 9,250.00
	3	Remove first row of trees and shift fairway left	C	\$ 25,000.00
	4	Add right fairway bunker	A	\$ 10,000.00
	5	Soften mounds on left side of fairway and approach	B	\$ 5,000.00
	6	Add front, left greenside bunker	A	\$ 10,500.00
	7	Eliminate right front bunker, expand fairway	A	\$ 6,500.00
	8	Rebuild right greenside bunker	A	\$ 7,500.00
	9	Restore green to rear	D	\$ 3,500.00
		Hole #7	TOTAL	\$ 152,250.00
HOLE #8	1	Cut back trees on left side and add new rear tee	C	\$ 20,000.00
	2	Rebuild main tee	C	\$ 19,000.00
	3	Shift and continue	B	\$ 16,250.00
	4	Shift forward tee left	C	\$ 7,500.00
	5	Clean up barren, rocky slopes along right edge of fairway	D	\$ 5,600.00
	6	Raise end of fairway before pond	C	\$ 8,400.00
	7	Improve drainage left of pond	A	\$ 6,700.00
	8	Thin trees left of green	D	\$ 3,700.00
	9	Rebuild two rear bunkers	A	\$ 13,000.00
	10	Improve slope left of path at green	D	\$ 5,800.00
		Hole #8	TOTAL	\$ 105,950.00

**SUMMARY OF PROPOSED MODIFICATIONS
RICHTER PARK GOLF COURSE**

Hole	Task	Description of Work	Priority	Price
HOLE #9	1	Expand rear tee	C	\$ 7,400.00
	2	Expand main tee into pair	C	\$ 25,000.00
	3	Add alternate tee	C	\$ 8,200.00
	4	Lower forward tee	C	\$ 8,400.00
	5	Relocate nursery green	C	\$ 25,000.00
	6	Expand left fairway bunker	A	\$ 9,000.00
	7	Shift left approach bunker forward	A	\$ 12,200.00
	8	Rebuild left greenside bunker	A	\$ 8,000.00
	9	Rebuild right bunker closer to green	A	\$ 11,500.00
	10	Rebuild rear bunker	A	\$ 6,500.00
	11	Reduce green at rear	D	\$ 2,400.00
		Hole #9	TOTAL	\$ 123,600.00
HOLE #10	1	Build new golf hole	C	\$ 325,000.00
			Hole #10	TOTAL \$ 325,000.00
HOLE #11	1	Raise and expand main tee to rear	C	\$ 13,800.00
	2	Rebuild middle tee into pair	C	\$ 26,200.00
	3	Thin trees right of middle tee	C	\$ 3,500.00
	4	Remove two trees to front right of main tee	C	\$ 1,000.00
	5	Expand senior and forward tees	C	\$ 13,200.00
	6	Improve drainage in fairway in landing area	A	\$ 26,000.00
	7	Add left fairway bunker, modify fairway	A	\$ 19,000.00
	8	Thin trees and brush right of landing area	C	\$ 2,500.00
	9	Expand fairway and shift path right	B	\$ 8,700.00
	10	Remove cattails along pond edge	D	\$ 2,500.00
	11	Restore right greenside bunker	A	\$ 6,000.00
	12	Restore left greenside bunker	A	\$ 6,500.00
	13	Remove brush behind green	C	\$ 1,750.00
		Hole #11	TOTAL	\$ 130,650.00
HOLE #12	1	Add rear tee	C	\$ 10,250.00
	2	Rebuild and expand main tee	C	\$ 25,300.00
	3	Rebuild forward tees and shift path	C	\$ 44,085.00
	4	Expand fairway left	D	\$ 3,900.00
	5	Add berm and swale left of fairway	D	\$ 8,000.00
	6	Add left fairway bunker	A	\$ 10,300.00
	7	Add front catch bunker	A	\$ 12,600.00
	8	Extend and pave path	B	\$ 3,300.00
	9	Add approach fairway	C	\$ 2,550.00
	10	Rebuild rear bunker into pair	A	\$ 10,000.00
		Hole #12	TOTAL	\$ 130,785.00
HOLE #13	1	Add rear tee	C	\$ 8,000.00
	2	Cut back trees left of tees	C	\$ 2,000.00
	3	Cut back trees left of approach	C	\$ 3,500.00
	4	Expand left greenside bunker to front left	A	\$ 10,500.00
	5	Shorten right greenside bunker	A	\$ 6,300.00
		Hole #13	TOTAL	\$ 30,300.00

**SUMMARY OF PROPOSED MODIFICATIONS
RICHTER PARK GOLF COURSE**

Hole	Task	Description of Work	Priority	Price
HOLE #14	1	Add rear tee	C	\$ 6,300.00
	2	Clear trees right of tees	C	\$ 3,000.00
	3	Expand tees right, level tee surfaces	C	\$ 24,000.00
	4	Rebuild and expand forward tee right	C	\$ 8,700.00
	5	Improve drainage in first part of fairway	A	\$ 15,000.00
	6	Enlarge pond	D	\$ 28,500.00
	7	Develop wetland edge to pond along path	D	\$ 1,000.00
	8	Expand approach fairway left	C	\$ 1,400.00
	9	Rebuild three greenside bunkers	A	\$ 25,000.00
	10	Add right greenside bunker	A	\$ 7,000.00
	11	Remove trees right of green	C	\$ 1,000.00
		Hole #14	TOTAL	\$ 120,900.00
HOLE #15	1	Add rear tee	C	\$ 5,400.00
	2	Expand and level main tees	C	\$ 32,500.00
	3	Repave path	B	\$ 2,760.00
	4	Thin trees on both sides of tees	C	\$ 5,000.00
	5	Expand forward tee to right	C	\$ 7,500.00
	6	Dredge pond in front of tees	D	\$ 17,900.00
	7	Drain and level fairway	A	\$ 50,000.00
	8	Remove trees right of approach	C	\$ 2,000.00
	9	Eliminate right bunker, expand fairway	A	\$ 7,200.00
	10	Rebuild and expand left greenside bunker	A	\$ 8,500.00
	11	Remove spruce trees behind green	C	\$ 2,000.00
		Hole #15	TOTAL	\$ 140,760.00
HOLE #16	1	Add middle tee	C	\$ 17,700.00
	2	Expand and level forward tee	C	\$ 16,000.00
	3	Add pond and modify fairway along right edge of tees and fairway	A	\$ 45,600.00
	4	Shift path left and expand fairway	B	\$ 6,000.00
	5	Raise fairway, improve drainage from start of fairway to pipe	A	\$ 28,900.00
	6	Remove and replace 36" CMP	A	\$ 7,425.00
	7	Clean out ditch along left edge of fairway	A	\$ 10,600.00
	8	Reduce fairway in approach	C	\$ 1,400.00
	9	Add path along left fairway and approach	B	\$ 16,000.00
	10	Shift right greenside bunker closer to green	A	\$ 13,500.00
	11	Eliminate left greenside bunker and expand fairway	A	\$ 8,100.00
	12	Remove path and add turn around	B	\$ 5,900.00
	13	Rebuild right rear greenside bunker	A	\$ 8,500.00
	14	Restore green to rear	D	\$ 3,500.00
	15	Remove spruce trees to rear	C	\$ 1,500.00
		Hole #16	TOTAL	\$ 190,625.00
HOLE #17	1	Remove path right of main tee	B	\$ 3,300.00
	2	Expand main tee to right	C	\$ 30,000.00
	3	Remove trees in front of tees	C	\$ 1,250.00
	4	Rebuild and expand forward tee	C	\$ 8,900.00
	5	Rebuild all greenside bunkers	A	\$ 35,500.00
	6	Remove trees right of green	C	\$ 1,500.00

SUMMARY OF PROPOSED MODIFICATIONS
RICHTER PARK GOLF COURSE

Hole	Task	Description of Work	Priority	Price	
HOLE #17 Continued	7	Shift path right and rear of green	B	\$ 3,750.00	
	8	Thin brush behind green	C	\$ 1,000.00	
	9	Improve drainage in green	A	\$ 2,750.00	
			Hole #17	TOTAL	\$ 87,950.00
HOLE #18	1	Rebuild main tee into pair expanding area	C	\$ 38,500.00	
	2	Add forward tee	C	\$ 6,400.00	
	3	Shift path left	B	\$ 6,375.00	
	4	Dredge pond in front of tees	D	\$ 34,600.00	
	5	Remove two maples right of fairway	C	\$ 1,000.00	
	6	Add left framing bunker, modify fairway	A	\$ 12,000.00	
	7	Expand fairway right in landing area	C	\$ 500.00	
	8	Add right approach bunker, reduce fairway	A	\$ 10,500.00	
	9	Rebuild left greenside bunker, expanding forward	A	\$ 10,000.00	
	10	Eliminate right greenside bunker	A	\$ 4,000.00	
	11	Widen collar to rear	D	\$ 3,000.00	
			Hole #18	TOTAL	\$ 126,875.00
PRACTICE AREA	SGA-1	Develop single large putting green	B	\$ 85,000.00	
	SGA-2	Shift path and add turn around	B	\$ 4,700.00	
	SGA-2	Develop practice range to rear of clubhouse	C	\$ 125,000.00	
	SGA-2	Add concrete pad and synthetic turf tee	C	\$ 25,000.00	
	SGA-2	Add safety netting	C	\$ 40,000.00	
			Practice Area	TOTAL	\$ 279,700.00
		CONSTRUCTION TOTAL		\$ 2,823,245.00	
		10% CONTINGENCY		\$ 282,324.50	
OTHER ITEMS	1	Irrigation system upgrades	A	Unknown	
	3	Rebuild nursery green	C	\$ 35,000.00	
			Other Items	TOTAL	\$ 35,000.00
			GRAND TOTAL		\$ 3,140,569.50

12th Hole Before and After Photo Simulation



Before Renovation



After Renovation

14th Hole Before and After Photo Simulation



Before Renovation



After Renovation

THE FUTURE RICHTER HOUSE

The Richter House, as it stands, provides many worthy arts programs as it has for decades. Its programs fit the needs for those who love classical music, popular music, fine arts, sculpture, photography, drama, and opera. It should not be removed from service until a larger, more appropriate facility can be erected. It also might be of value in addition to a new facility. The activities might center around programs related to art and drama instruction, creative writing and the fine arts.

The Richter House should not be allowed to fall into further disrepair while we wait for a new structure.

The new Richter House should be a complete cultural center. There should be a separate gallery in which artists can mount shows which would go on for longer periods than they do at present.

The center should contain rooms for classes in the arts. Painting, sculpture, drama, and dance could be taught here. The facility should be equipped to handle the various activities connected with the teaching related to these arts: kilns, pottery wheels, sinks, easels, barres for dancers, pianos, etc.

There should be a small auditorium for lectures and performances by small groups of musicians, singers, poets, etc. This room should accommodate approximately 100 people.

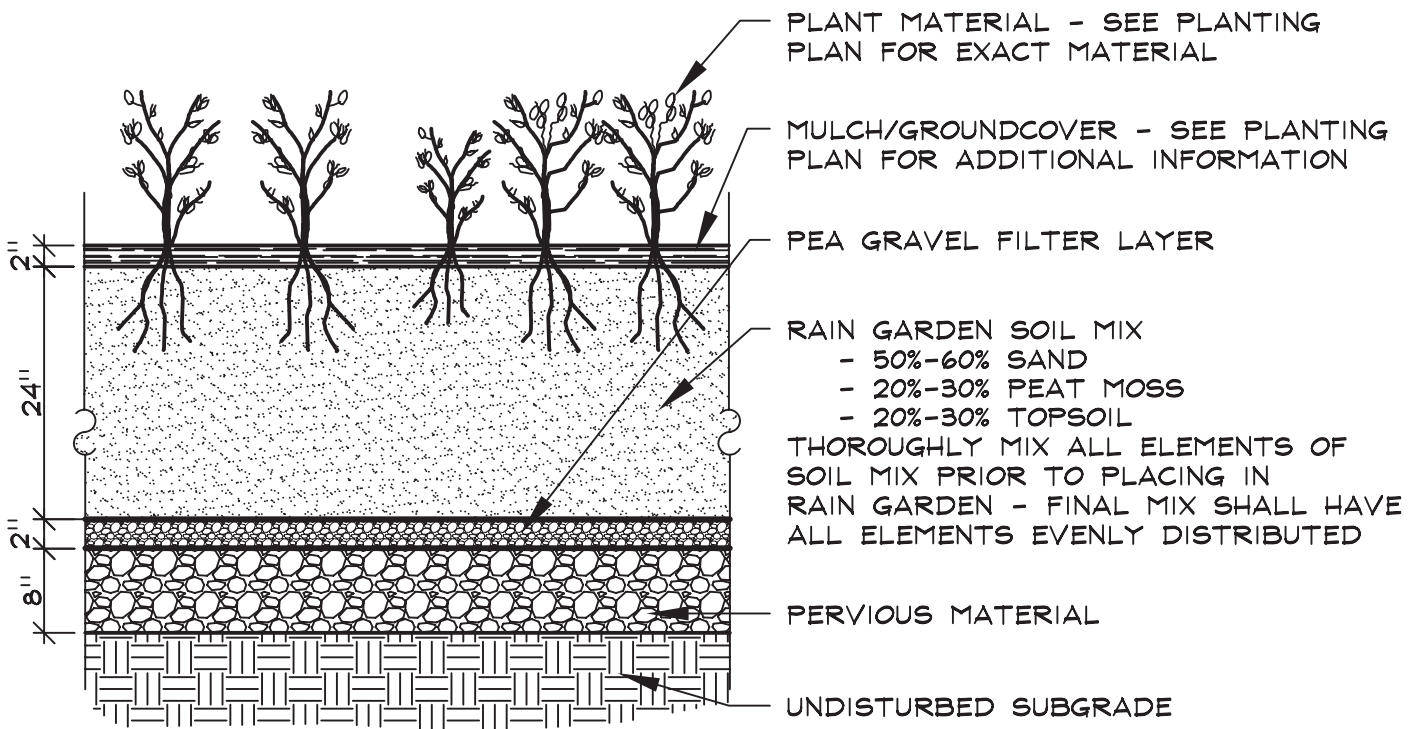
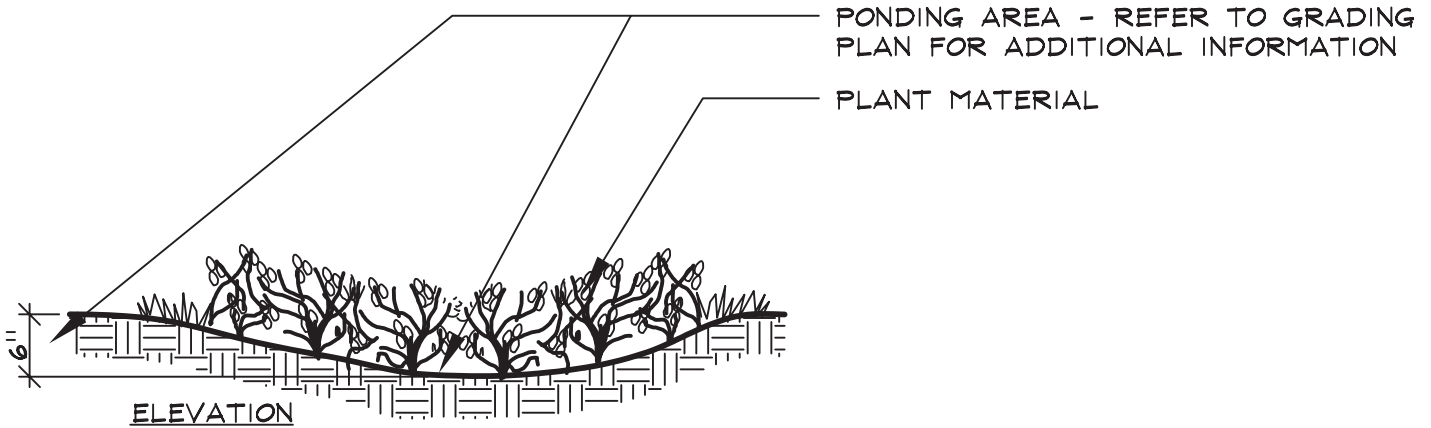
A community theater should be a part of this complex. Seating should be for approximately 300 people. It could be a facility for a repertory theater group with dressing room facilities, lighting, audio, set construction, etc.

Office and storage space is also essential for theater productions and the other activities.

This facility should have easy access and ample parking.

If refreshments are to be served during the events held here, then an adequate kitchen facility will be necessary.

Submitted by Jean DaSilva



NOTE:

1. REFER TO ENGINEER'S PLANS FOR INFORMATION ON DRAINAGE STRUCTURES WITHIN RAIN GARDEN.
2. FINAL ELEVATION OF RAIN GARDENS TO BE INSTALLED SO THAT BOTTOM OF PERVIOUS MATERIAL IS ABOVE SEASONAL HIGH WATER TABLE. CONTRACTOR TO REVIEW WITH LANDSCAPE ARCHITECT IF ELEVATION OF HIGH WATER TABLE IS IN CONFLICT WITH RAIN GARDEN.



RAIN GARDEN

NOT TO SCALE

RECOMMENDED PLANT LIST**Scientific Name****Common Name****TREES**

<i>Betula nigra</i>	River Birch
<i>Acer rubrum</i>	Red Maple
<i>Amelanchier canadensis</i>	Shadblow
<i>Cercis canadensis</i>	Eastern Redbud
<i>Pinus strobus</i>	Eastern White Pine

SHRUBS

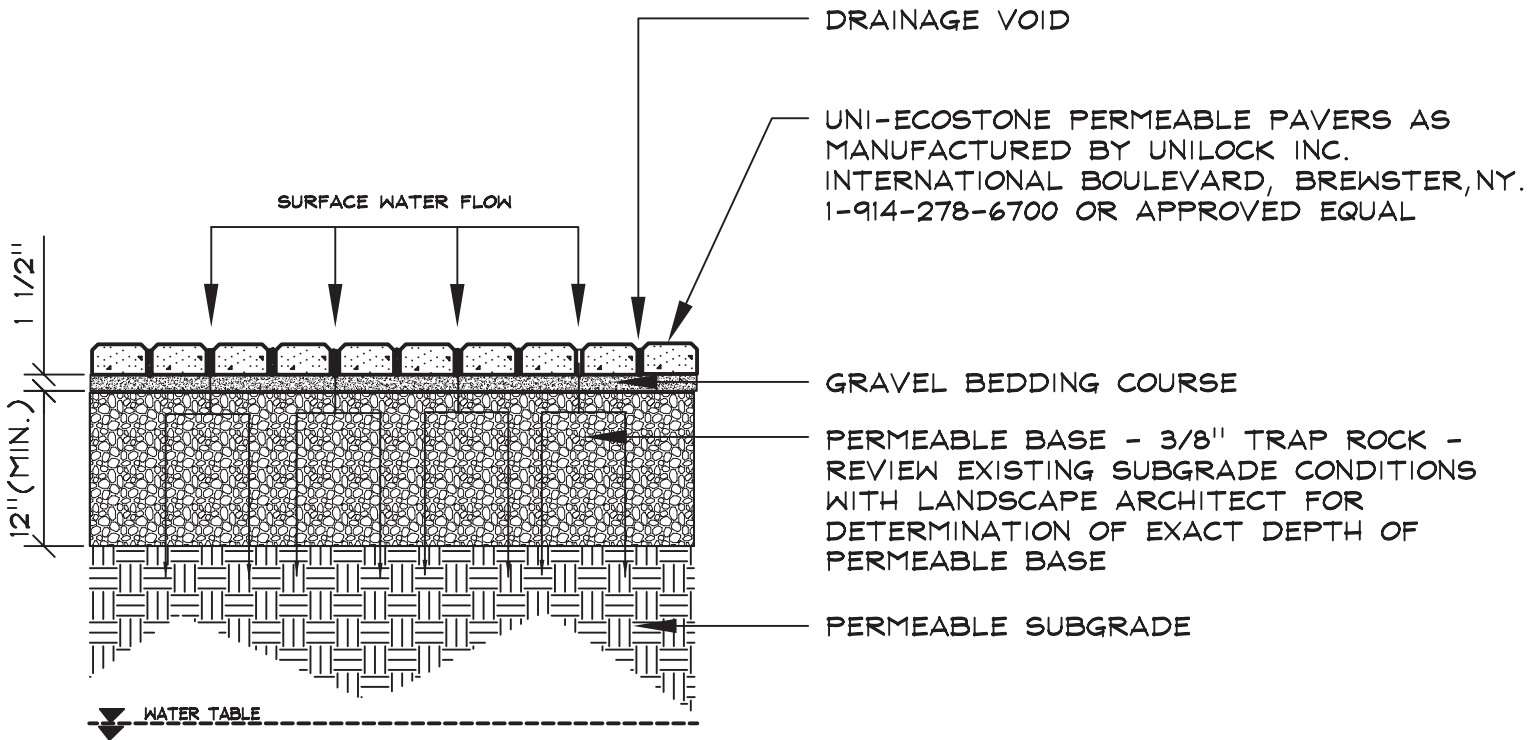
<i>Aronia arbutifolia</i>	Red Chokeberry
<i>Clethra alnifolia</i>	Summersweet
<i>Clethra alnifolia</i> "Hummingbird"	Hummingbird Summersweet
<i>Cornus sericea</i>	Ret Twig Dogwood
<i>Ilex glabra</i> "Compacta"	Compact Inkberry
<i>Ilex verticillata</i> "Winter Red"	Winter Red Winterberry
<i>Lindera benzoin</i>	Spicebush
<i>Vaccinium corymbosum</i>	High Bush Blueberry

PERENNIALS

<i>Arisaema triphyllum</i>	Jack In The Pulpit
<i>Asclepias incarnata</i>	Swamp Milkweed
<i>Caltha Palustris</i>	Marsh Marigold
<i>Eupatorium maculatum</i>	Joe Pye Weed
<i>Lobelia cardinalis</i>	Cardinal Flower
<i>Mertensia virginica</i>	Virginia Bluebells
<i>Polygonatum biflorum</i>	Solomon's Seal
<i>Tiarella cordifolia</i>	Foamflower

EMERGENTS

<i>Sagittaria latifolia</i>	Northern Arrowhead
<i>Pontederia cordata</i>	Pickereelweed
<i>Scirpus validus</i>	Softstem Bulrush
<i>Iris versicolor</i>	Blue Flag Iris
<i>Acorus calamus</i>	Sweetflag
<i>Verbena hastata</i>	Blue Vervain



PERMEABLE PAVERS

NOT TO SCALE

DRAFT

Stanley L. Richter Memorial Park Authority

**Audited Financial Statements with
Report of Independent Certified Accountants**

Years Ended December 31, 2007 and 2006

Stanley L. Richter Memorial Park Authority

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December 31, 2007 and 2006

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Stanley L. Richter Memorial Park Authority
(A Component Unit of the City of Danbury, Connecticut)

Statements of Net Assets

As of December 31,

DRAFT

	2007	2006
Assets		
Current assets:		
Cash and cash equivalents	\$ 339,255	\$ 262,324
Prepaid expenses and other	7,572	-
Total current assets	346,827	262,324
Capital assets:		
Land	842,385	842,385
Golf course development and improvement	2,554,623	2,497,666
Buildings and improvements	2,011,363	1,997,212
Tennis complex	94,975	94,975
Grounds maintenance equipment	1,005,894	825,686
Administration equipment and furnishings	50,545	31,770
Total Capital Assets	6,559,785	6,289,694
Less: accumulated depreciation	(3,549,707)	(3,322,395)
Total Capital Assets, net of depreciation	3,010,078	2,967,299
Total Assets	\$ 3,356,905	\$ 3,229,623
Liabilities		
Current liabilities		
Accrued expenses	\$ 127,353	\$ 163,842
Fees paid in advance	8,821	-
Current portion of long-term debt	61,334	21,667
Total Current Liabilities	197,508	185,509
Long-term debt	97,659	21,666
Total Liabilities	295,167	207,175
Net Assets		
Invested in capital assets, net of related debt	2,851,085	2,923,966
Restricted for debt service	158,993	43,333
Unrestricted	51,660	55,149
Total Net Assets	3,061,738	3,022,448
Total Liabilities and Net Assets	\$ 3,356,905	\$ 3,229,623

See accompanying notes to the basic financial statements.

Stanley L. Richter Memorial Park Authority
(A Component Unit of The City of Danbury, Connecticut)

Statement of Revenues, Expenses and Changes in Net Assets

For the Year Ended December 31,

DRAFT

	2007	2006
Operating Revenues:		
Charges for services	\$ 2,035,820	\$ 1,834,824
Operating Expenses:		
Salaries and wages	818,386	696,931
Employee benefits	208,225	184,025
Golf course maintenance	293,536	286,389
Facility repairs and maintenance	73,173	27,738
Equipment repairs and maintenance	35,880	52,057
Administrative operations	44,913	33,099
Operating supplies - golf	23,080	11,196
Utilities	95,026	92,768
Professional & contractual expenses	28,193	50,506
Insurance	33,298	33,963
Depreciation	227,312	209,386
Equipment leasing	62,139	64,284
Facility improvements	48,740	4,564
Interest	7,582	5,851
Credit card fees	31,222	34,310
Total Operating Expenses	2,030,704	1,787,067
Operating Income (Loss)	5,116	47,757
Non-Operating Revenues:		
Interest and miscellaneous	34,174	7,733
Total Non-Operating Revenues	34,174	7,733
Changes in Net Assets	39,290	55,490
Total Net Assets at Beginning of Year (restated)	3,022,448	2,966,958
Total Net Assets at End of Year	\$ 3,061,738	\$ 3,022,448

See accompanying notes to the basic financial statements.

Stanley L. Richter Memorial Park Authority
(A Component Unit of the City of Danbury, Connecticut)

Statements of Cash Flows

For the Year Ended December 31,

DRAFT

	2007	2006
Cash flows from operating activities:		
Cash received from customers and others	\$ 2,046,451	\$ 1,837,868
Cash received from investments	9,865	4,689
Cash paid to suppliers	(798,342)	(707,398)
Cash paid to employees and related benefits	(1,026,611)	(880,956)
Net cash provided by operating activities	231,362	254,203
Cash flows from capital and related financing activities:		
Purchases of equipment, improvements and Master Plan design	(270,091)	(39,171)
Proceeds under capital leases	174,408	-
Principal payments on capital leases	(37,081)	-
Principal paid on capital debt	(21,667)	(21,667)
Net cash used for capital and related financing activities	(154,431)	(60,838)
Net increase in cash and cash equivalents	76,931	193,365
Cash and cash equivalents at beginning of year	262,324	68,959
Cash and cash equivalents at end of year	\$ 339,255	\$ 262,324
Reconciliation of change in net assets to net cash provided by operating activities:		
Change in net assets	\$ 39,290	\$ 55,490
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	227,312	209,386
Changes in net assets and liabilities:		
Prepaid expenses and other	(7,572)	5,682
Accrued expenses	(36,489)	(16,355)
Fees paid in advance	8,821	-
Net cash provided by operating activities	\$ 231,362	\$ 254,203
Cash paid for interest costs	\$ 7,413	\$ 5,851

See accompanying notes to the basic financial statements.

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements

December 31, 2007 and 2006

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity

The Authority, a component unit of the City of Danbury, Connecticut (the “City”), was created for the purpose of operating the recreational facilities located in Danbury, Connecticut in a manner similar to private business enterprises where the cost of providing services to the general public on a continuing basis is primarily financed through user charges.

An independent Board of Directors governs the Authority. The board members are selected on a rotating basis by the Mayor of the City and confirmed by its’ Common Council. The City is potentially liable for any operating deficits and has provided grants and bond proceeds to fund land acquisitions and long-term improvements in prior years. Additionally, in accordance with City ordinance the Authority is required to pay over the net receipts, as defined, each year to the Treasurer of the City to be placed in the City’s General Fund.

As required by generally accepted accounting principles, these financial statements present all the significant activities on which the Authority exercises oversight responsibility for the year ended December 31, 2006.

Measurement Focus, Basis of Accounting and Financial Statement Presentation

The Authority is considered an Enterprise fund. The Authority’s operations and balances are accounted for using a separate set of self-balancing accounts that comprise its assets, liabilities, net assets, revenues and expenses. Enterprise funds are established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent is that the costs of providing goods and services on a continuing basis are financed or recovered primarily through user charges.

The financial statements are presented in accordance with accounting principles generally accepted in the United States of America (“GAAP”) applicable to governments. Under Governmental Accounting Standards Board (“GASB”) Statement No. 20, the Authority follows (1) all GASB pronouncements and (2) Financial Accounting Standards Board Statements and Interpretations, Accounting Principles Board Opinions and Accounting Research Bulletins issued on or before November 30, 1989, except those which conflict with a GASB pronouncement.

Cash and Cash Equivalents

For purposes of the statement of cash flows, the Authority considered all highly liquid investments with original maturities of three months or less from the date of acquisition to be cash and cash equivalents. Certain prior year investments with maturities of three months or less have been reclassified to cash and cash equivalents to conform to the current year’s presentation.

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements (continued)

December 31, 2007 and 2006

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital Assets and Depreciation

Capital assets consist of equipment and improvements and are recorded at cost. Donated fixed assets are valued at estimated fair market value on the date donated. Depreciation of capital assets is computed and recorded by the straight-line method. Estimated useful lives of the various classes of depreciable capital assets range from 5 to 40 years. The cost of maintenance and repairs is charged to operations as incurred.

Unpaid Compensated Absences

Employees of the Authority are entitled to certain compensated absences as vacation leave based on their length of employment. Accumulated vacation leave is recorded as an expense and liability as the benefits accrue to the employees.

Net Assets

Net assets are the difference between assets and liabilities. Net assets invested in capital assets, are capital assets less depreciation. Net assets are reported as restricted when there are legal limitations imposed on their use by the Authority or external restrictions by other governments, creditors or grantors. Unrestricted net assets are all other net assets that do not meet the definition of “restricted” or “invested in capital assets, net of related debt.”

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements (continued)

December 31, 2007 and 2006

NOTE 2 - CASH DEPOSITS AND INVESTMENTS

Custodial Credit Risk

Custodial credit risk is the risk that, in the event of a bank failure, the Authority will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of the an outside party. The Authority does not have an investment policy and does not have a deposit policy for custodial credit risk.

The Authority's cash deposits were in qualified public institutions as defined by State statute. Under this statute, any bank holding public deposits must at all times maintain, segregated from other assets, eligible collateral in an amount equal to a certain percentage as determined based on the bank's risk-based capital ratio. The amount of public deposits is determined based on either the public deposits reported on the most recent quarterly call report, or the average of the public deposits reported on the four most recent quarterly call reports, whichever is greater. The collateral is kept in the custody of the trust department of either the pledging bank or another bank in the name of the pledging bank.

Cash Deposits

At December 31, 2007 the carrying amount of the Authority's deposits was \$339,255, and the bank balance was \$378,062. \$100,000 of the bank balance was covered by Federal Depository Insurance and \$278,062 was covered by collateral held by the pledging financial institution, segregated from its other assets as provided in accordance with State Statutes. The fair value of all cash and cash equivalents is equal to its carrying amount. At December 31, 2007 \$643 of the Authority's total deposits of \$339,255 was restricted for use by the Danbury Amateur Tournament.

At December 31, 2006 the carrying amount of the Authority's deposits was \$262,324, and the bank balance was \$271,592. At December 31, 2006 \$876 of the Authority's total deposits of \$262,324 was restricted for use by the Danbury Amateur Tournament.

Concentration of Credit Risk

At December 31, 2007 and 2006, the Authority had all of its cash deposits and investments in one financial institution located in the State of Connecticut. The Authority has not experienced any losses on such accounts and believes it is not exposed to any significant credit risk on those deposit balances because of the credit worthiness of the institution and the requirements under the State statute.

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements (continued)

December 31, 2007 and 2006

NOTE 3 - PENSION PLAN

The Authority has established a deferred compensation plan under Section 457 of the Internal Revenue Code covering all employees. The Authority has elected to contribute 4% of eligible employee's wages to the plan. Employees can contribute a portion of their wages to the plan also. An independent administrator holds all assets of the plan and the Authority does not exercise any control over the management of the plan assets. During the year ended December 31, 2007 the Authority contributed \$10,990 to the plan on eligible wages of \$XXX,000. During the year ended December 31, 2006 the Authority contributed \$11,000 to the plan on eligible wages of \$283,000.

NOTE 4 - RELATED PARTY TRANSACTIONS

The Authority has received grants from the City since inception in the amount of \$1,840,649. These amounts were used to finance the park acquisition, long-term improvements and initial operating costs. The Authority has not received any such grants in the last six years. In accordance with an ordinance of the City, the Authority is required to pay over the net receipts semi-annually of each year (gross receipts less operation and maintenance expenses, a reserve for capital improvements not exceeding 25% of gross receipts for the fiscal year, and Authority debt service from the operation of the park), to the Treasurer of the City to be placed in the general fund of the City. The net receipts are computed as follows for the year ended December 31:

	2007	2006
Gross receipts	\$ 2,035,820	\$ 1,834,824
Less: operation and maintenance expense	1,803,392	1,577,681
debt service	21,667	21,667
reserve for capital improvements	508,955	458,706
Net receipts	\$ (298,194)	\$ (223,230)

NOTE 5 - OPERATING REVENUES

Operating revenues consist of the following:

	2007	2006
Greens fees	\$ 1,236,866	\$ 1,081,760
Carts and locker rentals	254,320	307,175
Season passes and identifications	175,466	111,076
Tournaments and outings	276,572	269,355
Facility rental income	70,096	65,458
	\$ 2,013,320	\$ 1,834,824

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements (continued)

December 31, 2007 and 2006

NOTE 6 - CAPITAL ASSETS AND DEPRECIATION

Capital asset activity was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
Capital Assets:				
Land	\$ 842,385	\$ -	\$ -	\$ 842,385
Course development & improvement	2,497,666	56,957	-	2,554,623
Buildings & improvements	1,997,212	14,151	-	2,011,363
Tennis complex	94,975	-	-	94,975
Grounds maintenance equipment	825,686	180,208	-	1,005,894
Administration equipment	31,770	18,775	-	50,545
Subtotal	<u>6,289,694</u>	<u>270,091</u>	<u>-</u>	<u>6,559,785</u>
Accumulated Depreciation:				
Course development & improvement	1,328,856	97,477	-	1,426,333
Buildings & improvements	1,228,808	78,481	-	1,307,289
Tennis complex	94,975	-	-	94,975
Grounds maintenance equipment	645,190	46,889	-	692,079
Administration equipment	24,566	4,465	-	29,031
Subtotal	<u>3,322,395</u>	<u>227,312</u>	<u>-</u>	<u>3,549,707</u>
Net Capital Assets	<u>\$ 2,967,299</u>	<u>\$ 42,779</u>	<u>\$ -</u>	<u>\$ 3,010,078</u>

The current year increases in grounds maintenance equipment includes \$174,408 of equipment under capital leases. Course development & improvement includes \$11,200 of construction in progress for drainage work performed in 2007.

NOTE 7 - LONG-TERM DEBT

A summary of long-term debt is as follows:

	2007	2006
\$325,000 long-term bond dated November 1993 for greens construction project; due in annual installments of \$21,667; final maturity November 2008; interest payable semi-annually at 6.25%	\$ 21,266	\$ 43,333
	<u>21,666</u>	<u>43,333</u>
Less: current portion	<u>21,666</u>	<u>21,667</u>
	<u>\$ -</u>	<u>\$ 21,666</u>

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements (continued)

December 31, 2007 and 2006

NOTE 7 - LONG-TERM DEBT (continued)

On January 26, 2004 the Authority entered into an agreement with Wachovia Bank for a credit line in the amount of \$100,000 bearing interest at the Bank's Prime Rate plus .75%. The total amount was subsequently increased to \$175,000. The line of credit is used for working capital needs of the Authority. At December 31, 2007 and 2006 the credit line balance was \$ -0-.

A summary of principal payments due on all long-term debt for the following five years is as follows:

Year ending December 31, 2008	\$ 21,666
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NOTE 8 - CAPITAL AND OPERATING LEASES

During the year, the Authority has entered into agreements to lease golf course maintenance equipment with a total value of \$174,408. Such agreements are, in substance, purchases (capital leases) and are reported as capital lease obligations.

The following schedule presents future minimum lease payments as of December 31, 2007:

	2008	2009	2010	2011	Total
Minimum lease payments	\$ 43,298	\$ 43,298	\$ 39,211	\$ 18,924	\$ 144,731
Less: interest					(7,404)
Present value of minimum lease payments					<u>\$ 137,327</u>

Amortization of the equipment under capital leases is included in depreciation expense for the year.

On November 30, 2007, the Authority renegotiated its lease agreement with a supplier of golf equipment to provide golf carts. The lease commences March 1, 2008 and has a 36 month term and includes all maintenance and insurance. The minimum rental payments under the lease are 71,040 per year through October 2010. Rental expense under expiring equipment leases was \$59,400 for 2007 and \$56,400 for 2006. The Authority has a lease for office equipment commencing March 1, 2005 for a period of sixty months. The minimum annual rental under this equipment lease is \$3,000. Rental expense under this lease was \$3,000 for 2007 and 2006.

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements (continued)

December 31, 2007 and 2006

NOTE 8 - CAPITAL AND OPERATING LEASES (continued)

The Authority is the lessor for space to an outside vendor to operate a restaurant facility. The original lease term was for five years commencing in May 2000. The lease had been extended for successive one-year terms through 2007. On December 3, 2007, the Authority entered into a 10-year lease with the vendor commencing on May 15, 2008. The lease includes an option for an additional 5-year term. The base rent under the lease is \$54,768 including amounts for utilities and snow plowing. The annual lease revenue includes 3% annual increases.

The lease revenue was \$53,110 and \$49,993 for 2007 and 2006, respectively and is included as facility rental income in the Statement of Revenues, Expenses and Changes in Net Assets.

NOTE 9 - RISK MANAGEMENT

The Authority is exposed to various risks of loss related to torts, damage to, and theft or destruction of assets, error and omissions, injuries to employees and natural disaster. The Authority endeavors to purchase commercial insurance for all insurable risks of loss. During the year, the Authority contracted with insurance carriers for public officials liability insurance in the amount of \$1 million per claim and \$1 million in the aggregate with a \$1,000 deductible per claim, general commercial liability coverage in the amount of \$1 million per claim, \$2 million in the aggregate with no deductible, and automobile liability in the amount of \$1,000,000 per claim and a \$1,000 deductible. Also in place is an umbrella policy with \$10 million per claim with \$10 million in the aggregate and a \$10,000 deductible. The Authority has had no significant reduction in the coverage on the above insurances from prior years. The Authority has had no settlements on any claims that have exceeded insurance coverage in the current year or prior years.

The Authority has obtained health insurance coverage for its employee from a third party insurer. Workers compensation coverage has also been obtained from a third party insurer. The premiums are calculated based upon accident history, compensation amounts and administrative costs.

NOTE 10 - COMMITMENTS AND CONTINGENCIES

On December 11, 2007, the Authority entered into employment agreements with the General Manager, Course Superintendant and Golf Professional. The employment agreements become effective January 1, 2008 and expire December 31, 2008.

In 2006 and 2007, the Authority discovered a misappropriation of cash receipts had occurred. The Authority has conducted an internal investigation and has estimated that losses are approximately \$55,000 for fiscal year 2006 and \$30,000 for fiscal year 2007. The Authority is pursuing recovery and has filed a claim with their insurance carrier. The Authority has also filed a report with the Danbury

Stanley L. Richter Memorial Park Authority

Notes to Financial Statements (continued)

December 31, 2007 and 2006

Police Department. The matter is currently under investigation. No accrual has been recorded for the lost revenues or the expected insurance recovery as of December 31, 2007.

NOTE 11 - RESTATEMENT

As a result of an environmental review of the Richter House, the Authority has determined that certain insulation and other materials used contain various amounts of asbestos. The Authority has obtained estimates from asbestos abatement companies in order to assist in establishing the extent of its liability. Based on discussions with the environmental engineers, it is the belief of the management of the Authority that the asbestos containing materials in the Richter House presented a liability prior to January 1, 2006. Accordingly, the Authority restated its financial statements for the year ended December 31, 2005. The effect of the restatement was to decrease the Authority's unrestricted net assets as of January 1, 2006 by \$52,000.

NOTE 12 - SUBSEQUENT EVENT

On February 26, 2008, the Authority unanimously passed a resolution authorizing the issuance of \$410,000 Revenue Bonds for renovations and improvements to the Richter Park golf course. On April 3, 2008 the Authority received the funds.

S.L. Richter Memorial
Draft Budget
2008

11/10/2008

	YTD Expenditures 12/31/06	YTD Expenditures Jan 07 - Nov 26-07	Proposed 2008
Income			
Cart Rentals			
18 Hole Cart Rental	292,183.00	244,673.57	278,000.00
9 Hole Cart Rental	15,249.00	7,734.06	8,900.00
Pull Cart Rentals	1,325.00	329.44	350.00
Total	308,757.00	252,737.07	287,250.00
Passes			
Resident Passes	47,038.00	42,660.00	45,000.00
Senior Passes	71,500.00	80,669.00	98,000.00
Non Resident Passes	22,500.00	17,500.00	19,250.00
Total	141,038.00	140,829.00	162,250.00
Greens Fees			
Resident	280,484.00	393,071.00	400,000.00
Senior Resident	55,740.00	19,654.00	22,000.00
Junior Resident	8,001.00	4,553.00	4,500.00
Non Resident	599,847.50	787,064.00	885,000.00
Total	944,072.50	1,204,342.00	1,311,500.00
Tournaments & Outings			
Outings	12,033.00	11,385.00	12,000.00
Tournament Income	257,322.00	253,687.35	275,000.00
Total	269,355.00	265,072.35	287,000.00

S.L. Richter Memorial
Draft Budget
2008

11/10/2008

	YTD Expenditures 12/31/06	YTD Expenditures Jan 07 - Nov 26-07	Proposed 2008
Other Income			
Photo ID Income	31,360.00	34,637.06	54,000.00
Special Income	12,296.00	4,536.00	4,517.00
Restaurant Rental Income	49,992.86	53,109.92	66,500.00
Locker Rentals	(1,582.00)	330.00	400.00
Fees paid in Advance	(6,870.49)	(10,964.47)	0.00
Richter House Income	4,679.00	4,500.00	4,000.00
Carriage house	10,638.44	10,535.61	2,925.00
Interest Income	4,689.14	6,962.57	8,000.00
Over/Under	2,191.71	(207.52)	0.00
Miscellaneous Income	7,986.08	28,692.00	2,500.00
Uncategorized Income	63,953.36	29,797.52	0.00
Total	179,334.10	161,928.69	142,842.00
Total Income	1,842,556.60	2,024,909.11	2,190,842.00

**S.L. Richter Memorial
Draft Budget
2008**

11/10/2008

	YTD Expenditures 12/31/06	YTD Expenditures Jan 07 - Nov 26-07	Proposed 2008
Golf Course Maintenance			
Full Time Salaries Maintenance	292,703.83	270,028.77	370,450.00
Part Time Salaries Maintenance	140,994.79	164,314.03	187,450.00
Overtime Maintenance	38,443.63	37,886.96	35,300.00
Auto Allowance	6,875.00	11,000.00	12,000.00
Chemicals	98,098.75	92,168.02	97,000.00
Chemicals-Other	0.00	0.00	12,775.00
Course Supplies	13,199.92	13,662.29	16,000.00
Employee Uniforms	7,750.40	13,078.44	9,000.00
Equipment Rental	1,389.93	3,362.03	2,900.00
Fertilizers	44,757.84	36,643.60	31,000.00
Gas, Oil, & Lubrication	31,565.86	37,078.27	32,300.00
Ground improvements	7,081.90	52,630.68	0.00
Herbasides	0.00	0.00	4,500.00
Insecticides	710.00	5,057.48	5,500.00
Landscape Supplies	25,116.77	1,500.00	14,500.00
Leased Equipment	1,440.65	43,462.04	89,260.00
Maintain Equipment	20,973.06	25,916.85	23,600.00
Meeting/Memberships/Educational	1,843.50	4,200.38	7,175.00
R&M Golf Course	16,061.65	7,239.65	8,000.00
R&M Irrigation & Drainage	17,724.48	30,521.63	37,000.00
Sand & Loam	15,741.71	6,718.70	18,000.00
Seed & Sod	3,360.50	14,989.21	14,000.00
Tools- Miscellaneous	225.95	331.14	3,800.00
Trees Maintenance	33,892.47	334.35	27,000.00
Wetting Agents	12,997.75	1,286.25	12,775.00
Total	832,950.34	873,410.77	1,071,285.00

S.L. Richter Memorial
Draft Budget
2008

11/10/2008

	YTD Expenditures 12/31/06	YTD Expenditures Jan 07 - Nov 26-07	Proposed 2008
Building Maintenance			
Cable Television	2,557.21	738.95	2,600.00
Cleaning Service-Activity Center	8,384.30	6,430.00	9,196.00
Electric Activity Center	38,718.88	38,331.17	53,000.00
Electric Carriage House			2,000.00
Electric Maintenance Building	12,633.73	12,662.03	7,000.00
Electric Parking Lot Lights	1,129.45	675.92	1,000.00
Electric Pump House	10,860.15	6,268.52	5,000.00
Electric Richter House	873.12	1,350.79	1,200.00
Electric Upper Barn	892.86	1,582.74	1,000.00
Garbage Removal all Buildings	6,409.86	7,651.70	5,400.00
Heating Fuel Activity Center	11,308.22	6,471.81	9,350.00
Heating Fuel Carriage House	221.41	382.71	500.00
Heating Fuel Carriage Other	2,787.00	0.00	0.00
Heating Fuel Maintenance Building	1,897.12	3,263.37	3,500.00
Heating Fuel Richter House	563.34	417.68	600.00
Janitorial Supplies	3,280.41	4,015.04	4,000.00
Maint. Buildings & Structures Activity Center	13,245.04	19,122.25	15,000.00
Maint. Buildings & Structures Carriage House	0.00	1,973.67	1,000.00
Maint. Buildings & Structures Maintenance Bldg	2,259.35	10,743.12	10,000.00
Maint. Buildings & Structures Pump House	0.00	622.01	2,800.00
Maint. Buildings & Structures Restaurant	4,284.77	13,330.43	1,500.00
Maint. Buildings & Structures Richter House	7,190.24	9,771.42	1,500.00
Maintain Security System	1,678.90	(164.69)	900.00
Maintain Septic System	3,064.29	2,630.00	4,500.00
Telephone Expense Activity Center	7,678.35	9,784.48	9,500.00
Telephone Expense Maintenance	3,204.58	3,748.48	3,300.00
Total	145,122.58	161,803.60	155,346.00

S.L. Richter Memorial
Draft Budget
2008

11/10/2008

	YTD Expenditures 12/31/06	YTD Expenditures Jan 07 - Nov 26-07	Proposed 2008
Golf/Administrative Operations			
Administrative Salaries	40,282.50	83,869.58	146,740.00
Salary Golf Pro	46,217.81	43,653.77	55,000.00
Salaries Cashiers & Reservations	26,746.78	54,370.13	55,050.00
Salaries Golf Operations Other	24,320.12	14,170.91	0.00
Salaries Outside Staff	80,944.40	74,857.03	77,200.00
Salaries Pro Shop Staff	6,276.72	2,178.42	0.00
Advertising	19,999.26	14,992.47	13,000.00
Auto Allowance	0.00	0.00	6,000.00
Blue Cross/Blue Shield	63,619.73	104,791.14	112,000.00
Dental	8,593.83	7,536.54	6,000.00
Employee Uniforms	0.00	0.00	3,000.00
Fees Credit Card/Bank	34,311.25	26,188.54	30,000.00
FICA	56,327.78	56,588.00	68,000.00
Golf Cart Lease	59,399.50	59,400.50	71,040.00
Golf Operations Printing/Supplies etc.	2,644.60	1,679.56	2,500.00
Insurance Expense	33,962.80	36,813.82	40,000.00
Interest Expense	5,851.18	2,239.04	22,900.00
Legal Fees Sale of Bonds etc.	0.00	0.00	10,000.00
Life Insurance	124.20	305.90	400.00
Maintain Office Equipment	1,163.91	3,377.00	1,200.00
Mileage	105.60	0.00	0.00
Miscellaneous	7,903.80	2,483.40	0.00
Office Equipment	635.18	1,415.44	1,500.00
Office Equipment Rental	3,541.06	2,709.31	3,500.00
Office Supplies	2,550.99	2,354.25	2,600.00
Payroll Processing	5,542.14	5,662.71	6,500.00
Postage	392.25	1,816.35	1,800.00
Printing	1,007.19	1,531.15	1,500.00
Professional Fees- Accounting etc.	5,450.00	12,880.00	8,000.00
Professional Fees - Website/ Computers	16,006.87	8,304.81	7,000.00
Retirement Contribution	7,453.46	9,717.88	20,000.00
Subscriptions & Memberships	1,856.00	1,091.00	7,000.00
Unemployment Comp.	22,982.04	5,590.99	10,000.00
Workers Compensation	13,368.72	17,280.20	17,000.00
Golf Discounts		(500.00)	0.00
Suspense		(1,777.00)	0.00

S.L. Richter Memorial
Draft Budget
2008

11/10/2008

	YTD Expenditures 12/31/06	YTD Expenditures Jan 07 - Nov 26-07	Proposed 2008
Total	599,581.67	657,572.84	806,430.00
Capital Improvements			
Cart Paths	0.00		65,000.00
Dredging Hole 1 & 16	0.00		15,000.00
Drainage in Fairways	0.00		8,000.00
Lower Barn Suvellance	0.00		14,000.00
Office Space/Meeting Room Renovation	0.00		7,800.00
New Tee Hole #9	0.00		3,000.00
New Roof Richter House	0.00		0.00
Total	0.00	0.00	112,800.00

Debt Service-Principal			
Principal on Debt Service - Greens			21,667.00
Principal on new Bond for Traps			23,314.00
Total	0.00	0.00	44,981.00

Total Expenses	1,577,654.59	1,692,787.21	2,190,842.00
Estimated income 2007			2,190,842.00

	<u>HOURLY</u>	<u># of hours</u>	<u>YEARLY</u>	<u>Sick Pay</u>	<u>OT RATE</u>	<u># of hours</u>	<u>OT TOTAL</u>	<u>Total Wages</u>	<u>FICA/Medi</u>	<u>Defer. Comp</u>
Full Time Admin 51001										
Maria Sanyshyn	N/A	N/A	\$105,000	\$2,019	N/A			\$107,019	\$8,187	\$4,200
Susan Soderstrom	\$18.00	1,040	\$18,720		N/A			\$18,720	\$1,432	
Maria Sanyshyn - Bonus			21,000							
Total			\$144,720	\$2,019				\$125,739	\$9,619	\$4,200
Golf Course Oper. 51003										
Ralph Salitto	N/A	N/A	\$55,000		N/A			\$55,000	\$4,208	\$2,200
Maint. Full Time 51002										
Rob Dorsch	N/A	N/A	\$110,000	\$2,115	N/A			\$112,115	\$8,577	\$4,400
Tom Soderstrom	N/A	N/A	\$59,956		N/A			\$59,956	\$4,587	\$2,398
Bob Fedge	\$30.25	2,080	\$62,920	\$14,278	\$45.37	26	\$1,180	\$78,378	\$5,996	\$2,517
John Krizian	\$14.54	2,080	\$30,243		\$21.81	160	\$3,490	\$33,733	\$2,581	\$1,210
Jim Spencer	\$18.32	2,080	\$38,106		\$27.48	109	\$2,995	\$41,101	\$3,144	\$1,524
Pablo Minchalla	\$14.82	2,080	\$30,826		\$22.23	274	\$6,091	\$36,917	\$2,824	\$1,233
Rob Dorsch - Bonus			\$22,000							
Total			\$354,050	\$16,393			\$13,756	\$362,199	\$27,708	\$13,282
Maint. Part. TIME 51004										
Carlos Lozado	\$13.39	1,600	\$21,424		\$20.08	224	\$4,498	\$25,922	\$1,983	
Dan Alvarez	\$13.39	1,600	\$21,424		\$20.08	224	\$4,498	\$25,922	\$1,983	
Benny Defazio	\$14.25	400	\$5,700		N/A			\$5,700	\$436	
Frank Ferraulio	\$14.00	1,200	\$16,800		N/A			\$16,800	\$1,285	
Angel	\$10.00	1,600	\$16,000		\$15.00	233	\$3,495	\$19,495	\$1,491	
Moe	\$17.00	833	\$14,161					\$14,161	\$1,083	
Cesar	\$10.00	1,600	\$16,000		\$15.00	233	\$3,495	\$19,495	\$1,491	
Heath Hobart	\$12.00	250	\$3,000		N/A			\$3,000	\$230	
Rob Amalfitano	\$10.50	800	\$8,400		\$15.75	95	\$1,496	\$9,896	\$757	
Galo	\$10.00	1,400	\$14,000		N/A			\$14,000	\$1,071	
Rich	\$12.00	360	\$4,320		N/A			\$4,320	\$330	
Greg	\$12.00	708	\$8,496		N/A			\$8,496	\$650	
Tom	\$12.00	768	\$9,216		N/A			\$9,216	\$705	
Seasonal 1	\$10.00	1,000	\$10,000		\$15.00	133	\$1,995	\$11,995	\$918	
Seasonal 2	\$10.00	1,000	\$10,000		\$15.00	133	\$1,995	\$11,995	\$918	
Seasonal 3	\$10.00	850	\$8,500		\$15.00			\$8,500	\$650	
Total			\$187,441	\$0		1,844	\$21,472	\$208,913	\$15,982	\$0
Cashiers & Reservations 51006										
Cart Attendants	\$7.00	2,150	\$15,050					\$15,050	\$1,151	
Cashiers & Reservations	\$10.00	4,000	\$40,000					\$40,000	\$3,060	
Total			\$55,050	\$0				\$55,050	\$4,211	\$0
Outside Staff 51007										
	\$11.00	7,350	\$80,850					\$80,850	\$6,185	
Total									\$0	\$0

Table of Organization

11/10/2008

	<u>HOURLY</u>	<u># of hours</u>	<u>YEARLY</u>	<u>Sick Pay</u>	<u>OT RATE</u>	<u># of hours</u>	<u>OT TOTAL</u>	<u>Total Wages</u>	<u>FICA/Medi</u>	<u>Defer. Comp</u>
Total			\$877,111 \$35,228	\$18,413			\$35,228	\$887,752	\$67,913	\$19,682
Overtime										
Bonus Pool										
Full Time Administration	Account #									
Maint. Full TIME	51001		\$146,739							
Golf Course Operations	51002		\$370,444							
Maintenance Part Time	51003		\$55,000							
Cashiers & Reservations	51004		\$187,441							
Outside Staff	51006		\$55,050							
Pro Shop Staff	51007		\$80,850							
Overtime FT Maint.	51008				\$13,756					
Overtime PT Maint.	51009				\$21,472					
	51010									
Total			\$895,524		\$35,228					

**YTD Expenditures YTD Expenditures
12/31/06 Jan 07 - Oct 07 Proposed 2008**

Income	12/31/06	Jan 07 - Oct 07	Proposed 2008		
Income					
Cart Rentals					
18 Hole Cart Rental	292,183.00	244,673.57	278,000.00	Increase cart rental from \$14 to \$16	
9 Hole Cart Rental	15,249.00	7,734.06	8,900.00	Increase cart rental from \$8 to \$10	
Pull Cart Rentals	1,324.00	329.44	350.00		
Total	308,756.00	252,737.07	287,250.00		
Passes					
Resident Passes	47,038.00	42,660.00	45,000.00	Remain unchanged	08
Senior Passes	71,500.00	80,669.00	98,000.00	Sr 25 = \$500 and Sr 35 = \$700	Sr 35
Non Resident Passes	22,500.00	17,500.00	19,250.00	10% increase to \$2,750	40805
Total	141,038.00	140,829.00	162,250.00		57232
Greens Fees					
Resident	280,484.00	393,071.00	400,000.00	Remain unchanged	
Senior Resident	55,740.00	19,654.00	22,000.00	Remain unchanged	
Junior Resident	8,001.00	4,553.00	4,500.00	Remain unchanged	
Non Resident	599,847.50	787,064.00	885,000.00	Increase weekday to \$85 and weekend to \$95	
Total	944,072.50	1,204,342.00	1,311,500.00		
Tournaments & Outings					
Outings	12,033.00	11,385.00	12,000.00		
Tournament Income	257,322.00	253,687.35	275,000.00		
Total	269,355.00	265,072.35	287,000.00		
Other Income					
Photo ID Income	31,360.00	34,637.06	54,000.00	increases from \$20 - \$25	
Special Income	12,296.00	4,536.00	4,517.00		
Restaurant Rental Income	49,992.86	53,109.92	66,500.00		
Locker Rentals	(1,582.00)	330.00	400.00		
Fees paid in Advance	(6,870.49)	(10,964.47)	0.00		
Richter House Income	4,679.00	4,500.00	4,000.00	increases Arts and Musicals to \$2,000 and omits summer camp of \$1500	
Carriage house	10,638.44	10,535.61	2,925.00	three months only	
Interest Income	4,689.14	6,962.57	8,000.00		
Over/Under	2,191.71	(207.52)	0.00		
Miscellaneous Income	7,986.08	28,692.00	2,500.00		
Uncategorized Income	63,953.36	29,797.52	0.00		
Total	179,334.10	161,928.69	142,842.00		
Total Income	1,842,555.60	2,024,909.11	2,190,842.00		

Full Time Admin 51001

B/C Monthly

	Total Month	Emp Share	RP Share	Dental/mon	Total Month	Emp Share	RP Share	Life Ins.
Maria Sanyshyn	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$84
Susan Soderstrom	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84

Golf Course Oper. 51003

Ralph Salito	\$1,958	\$23,496	\$2,350	\$21,147	\$83	\$996	\$100	\$897	\$30
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Maint. Full TIME 51002

Rob Dorsch	\$1,591	\$19,095	\$1,909	\$17,185	\$83	\$996	\$100	\$897	\$84
Tom Soderstrom	\$1,769	\$21,225	\$2,122	\$19,102	\$83	\$996	\$100	\$897	\$30
Bob Fedge	\$1,769	\$21,225	\$2,122	\$19,102	\$83	\$996	\$100	\$897	\$30
John Krizian	\$1,049	\$12,593	\$1,259	\$11,334	\$34	\$404	\$40	\$363	\$30
Jim Spencer	\$1,591	\$19,095	\$1,909	\$17,185	\$83	\$996	\$100	\$897	\$30
Pablo Minchalla	\$394	\$4,729	\$473	\$4,256	\$34	\$404	\$40	\$363	\$30

\$8,163	\$97,962	\$9,796	\$88,166	\$399	\$4,793	\$479	\$4,313	\$234
\$10,122	\$121,458	\$12,146	\$109,312	\$482	\$5,789	\$579	\$5,210	\$348

Total All

	Annual	Pro-Rate	
Quarterly payment due February 2008	13,375	13,375	
New Lease Amount 5/08	54,768	36,512	May 15 2008-December 15 2008
Snow Plowing	500	500	
Excess Electric	19,880	13,253	
Excess Oil	<u>4,375</u>	<u>2,917</u>	
Total Rental 2008	92,898	66,557	

Excess Electric

Estimated Electric based on 2007	48,000
Increase in Rates 10%	<u>4,900</u>
Total Electric	52,900
Offset per Lease	<u>-24,500</u>
Excess	28,400
Lessee share 70%	19,880

Excess Fuel Oil

Estimated Oil based on 2007	8,500
Increase in Rates 10%	<u>850</u>
Total Oil	9,350
Offset per Lease	<u>-3,100</u>
Excess	6,250
Lessee share 70%	4,375

APPROACHING THE GREEN

A Fundraising Guide for Non-Profit Golf Programs



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About the Writing of this Publication

Kyle Garry, the author of this guide, served as a USGA Fellow from 2001-2004. As a component of the two-year Fellowship curriculum, Kyle took part in a non-profit management and fundraising course conducted by Bob Sharp of the Robert B. Sharp Company. Through participation in this course, and in conjunction with his extensive work with USGA grant applicants and recipients, Kyle recognized a need for increased education on the topic of fundraising for many of the organizations the USGA supports.

Kyle proposed adding a third-year to his Fellowship and retuning to his home state to assist the Massachusetts Golf Association (MGA). He would assist the MGA with its Fore Kids program and the development of The First Tee programming, while focusing on fundraising with the goal of developing a guide on that subject. The USGA, believing in the merits of such a guide, was pleased to extend Kyle's Fellowship for a third year.

The guide that follows is written from knowledge gained by Kyle through the USGA Fellowship as well as the many real-life experiences he had in fundraising at the MGA. We at the USGA hope that this guide proves useful to not only the many golf-related non-profit organizations supported by the USGA, but any non-profit organization looking for a resource to assist with the ever-present and vital task of fundraising.

Introduction

The USGA receives hundreds of grant applications from a diverse group of non-profit organizations that range from small, grass-roots efforts with one instructor, to large, national organizations that have multi-million dollar budgets and hundreds of staff members. Although these organizations couldn't be more different in various areas, they do share two things in common: They believe that the game of golf can change peoples' lives for the better, and they work year after year to raise the funds that keep their programs going.

Many non-profit staff and board members look at fundraising as a "necessary evil," and as something that takes away valuable time that could be better used to serve the people in their programs; however, as a 501(c)(3) organization, their non-profit has the responsibility to raise money to accomplish your mission and to ensure the long-term viability of your programs. Regardless of their professional specialties, non-profit board members and staff members must therefore become skilled fundraisers if they wish to maximize their contributions to their organization.

The main reason that most people fear fundraising is that they are simply not prepared to make "the ask." Just as you wouldn't step onto the first tee at a golf course without ever having practiced on the range, you are setting yourself up for failure if you ask someone for money without first preparing yourself and your organization for fundraising success. Successful solicitation is actually the culmination of weeks, months and sometimes years of planning by your staff and board.

This guide provides step-by-step instructions that will first develop your organization to the point that you are ready to ask for money, and then actually provide blueprints for proven fundraising methods. As you read through it, you may discover that you are already doing many things correctly, and that there are some areas that need improvement. The key is to recognize that successful fundraising doesn't happen overnight, but takes a coordinated effort between your board, your staff and your volunteers.

When the donations start to roll in, you will quickly discover the joy that accompanies successful fundraising. When someone makes a donation, they are choosing to give you their hard-earned money rather than use it to buy groceries, pay the mortgage or take a vacation, because they believe in what you do and how you do it. This makes fundraising the ultimate validation that your work is meaningful and is positively affecting the lives of others. With this in mind, you will discover that fundraising is not a chore or a distraction, but an integral step toward fulfilling your mission. In fact, you may even come to enjoy it.

Developing a Board of Directors

The most important entity that supports and governs a non-profit organization is its Board of Directors. Because of this fact, it is nearly impossible for an organization to successfully fundraise without first developing a board that both recognizes and embraces its responsibilities.

Board Responsibilities

Every individual who volunteers to serve on your board has a list of responsibilities that he or she must attend to, many of which are covered here; however, I must emphasize that each member's two primary roles relate directly to fundraising. They are:

1. To give money to your organization.
2. To ask for money in support of your organization.

This reflects that a non-profit board's main responsibility is to raise the funding that allows the organization to run its programs and pay for its overhead. Fundraising management falls to the board because, in most cases (and ideally in all cases), boards are made up of the "movers and shakers" of the local community. As such, they have the capacity to donate money due to greater financial resources as well as access to a network of similarly successful individuals who can be approached as prospective donors.

In addition to heading up fundraising, boards are also responsible for overseeing organizational governance. Put another way, boards set all of the general policies that are implemented by the staff. These include:

1. *Hiring and evaluating the Executive Director.*

As the governing body of the organization, the board must ensure that the head staff member is competent and is fulfilling his or her responsibilities. If the board does not perform this evaluation, no one else in the organization will have the authority to do so. To avoid conflicts of interest, it follows that the Executive Director should not serve on the board, as he or she could not be expected to objectively evaluate his or her own performance.
2. *Defining and sticking to the organization's mission.*

Once the mission is defined, the board should ensure that all of the organization's outreach efforts are consistent with its main purpose.
3. *Strategically planning for the future.*

The board should be creating objectives that are specific and measurable for all aspects of the organization, therefore setting the course for years to come.

4. *Ensuring that the organization is financially sound.*

Boards should closely review all financial statements and accounting methods to ensure that figures are reported honestly and that budgets are followed carefully. Additionally, the board should make certain that all donations, whether from foundations or individuals, are used for their intended purposes.

Looking at the list of requirements, it becomes immediately clear that it takes a special individual who is willing to donate sufficient time and money in order to become a member of your board. Many people already lead extremely busy lives and may be able to fulfill some, but not all, of the requirements. The best advice for you is not to compromise when filling seats. In order to develop a well-governed organization that is poised for fundraising success, you have to look harder for ideal board members as opposed to settling for people who may be less qualified.

Creating a Board Profile

The first step in developing a board that will best serve your organization is to create an ideal board profile that includes parameters for board size as well as board makeup. Board size is fairly straightforward, and should ideally be between 11 and 21 members, often depending on the size and scope of the non-profit organization. This will allow the organization to sufficiently spread out the work load yet still maintain adequate communication between all board members and staff.

As for the makeup of your board, the first consideration is that each member should possess, as national fundraiser Bob Sharp puts it, “The Four W’s,” which are work, wisdom, wealth and wallop:

1. *Work* – This is the willingness to put in the time and effort required to fulfill board responsibilities. This includes attending meetings, working fundraisers, mailing flyers, interacting with staff, etc.
2. *Wisdom* – Aside from general intelligence, this also includes knowledge of the organization’s operations and related industry. For a golf program, this often means a familiarity with the game and its values. You may also want to identify board members with certain expertise in areas such as accounting and law and perhaps members with ties to the media and partner organizations.
3. *Wealth* – This relates to each member’s capacity to give a personally significant gift to your organization. Not all board members need to be multi-millionaires; however, they do need to recognize that giving is one of their responsibilities.
4. *Wallop* – The least obvious, but possibly most important “W”, is the member’s ability to “get things done.” This ability usually stems from the board member’s passion for the organization and the work it is doing.

After considering these general qualities, it's time to get specific. The next step is to brainstorm other characteristics that board members should possess that will allow them to best serve your organization. For a junior golf program, these will most likely be exhibited by the following individuals:

- Local Business Owners and Managers – These people have both the capacity to personally give as well as the network of other “movers and shakers” that could potentially be asked for money.
- Local Politicians – Golf programs and courses often require permitting and other legal services that are more easily attained with the assistance of a city or state government official who knows the “ins and outs” of the permit application process.
- Golf Industry Professionals – These include teaching professionals, golf course superintendents, club managers, equipment representatives, etc. The golf world represents an extremely tightly-knit community; therefore, having golf industry professional affiliated with your organization can lead to in-kind (a.k.a. donated) equipment and services that are often invaluable to junior programs, especially those that may be struggling with cash flow.

Once you've taken into account these three areas, you must then define other qualities that relate specifically to who your organization serves. For example, if your program has an educational component, you may want to reach out to teachers or school administrators. Programs that incorporate people with disabilities may want to speak with therapists or physicians. It all comes down to ensuring that your board is equipped to provide a strong foundation both through the “Four W's” as well as through their professional expertise.

After creating this board profile, you must examine your current board to see if there are any areas where you may have too little or too much representation. If you feel that your board is in any way unbalanced, it may be time to seek out individuals who could help to round it out.

Recruiting New Members

If your board profile illustrates that you need additional members, you must make sure that your recruiting efforts not only identify the right candidates, but also convey all requirements of board membership. The biggest pitfall in recruiting new board members is the tendency to “sugar coat” board members' responsibilities. While this may initially enable you find quite a few people who are interested in joining your organization, it will lead to trouble down the road if the new members do not have a clear idea of what is expected of them.

To avoid this, you must be diligent in creating a detailed list of board responsibilities or job descriptions. These should be both specific and, if at all possible, measurable and quantifiable. They should include the following:

1. To commit a specific number of hours per month for board activities.
2. To attend a certain percentage of board meetings per year. This section should also state how often the board meets as a reference.
3. To serve on a specific number of committees (see below for a discussion on committee structure).
4. To give a personally significant donation.
5. To raise a specific amount of money through personal solicitation and through the attendance of special events.

Along with these general requirements, you could also include responsibilities that are specific to your organization, such as serving as a mentor for a participant, volunteering at special events, or purchasing a foursome in a fundraising golf tournament. Again, the key is that all potential duties are spelled out in detail on the front end.

It may seem like a daunting task to generate a list of 11 to 21 members who can meet all of these requirements, and it is extremely rare for one person to have the network to do so. Therefore, you must use your existing human resources, including staff, existing board members, volunteers, and all other constituents, to think of friends and relatives who could serve on the board. Realize that only a small percentage of prospective board members will be able to make the necessary commitment; therefore, your initial list of candidates must be large enough to allow you to narrow it down to the 11 to 21 who meet all requirements.

Committees

In addition to your Executive Board, you should create a number of sub-committees that will allow you to maximize the effectiveness of your volunteers. These committees can subdivide the workload and, most importantly, allow board members to focus on specific issues rather than simply getting a global view of the organization. A list of essential committees includes:

- Fundraising
- Finance and Budgeting
- Board Evaluation
- Nominating
- Programming

When assigning board members to these specific committees, you must consider each individual's areas of expertise. For example, a professional accountant would be an obvious choice for the Finance and Budgeting Committee, while a golf professional would make valuable contributions to the Programming Committee. Each committee should have an individual chairman who oversees all members and activities. Committees should work to create recommendations that are then voted on and either adopted or declined by the entire executive board.

In many cases, it may be appropriate to allow individuals who are not on the Executive Board to serve on sub committees. If there is an individual who wishes to get involved with your organization but cannot meet all of the Executive Board requirements, he or she may be able to serve on a sub-committee. This will allow you to further distribute the workload, as well as involve additional experts who can make valuable contributions to your organization.

Relationship Between the Board and Staff

In a nutshell, the board sets policies and the staff implements them. This relationship requires constant communication between the two groups so that each can fill its role effectively. Staff members, including the Executive Director, should play an active role at board meetings, reporting on the progress of the board's initiatives, and even suggesting improvements. It is the board's responsibility to keep track of all of its initiatives and to hold the staff accountable for implementing them.

In order to maximize the effectiveness of this dialogue, detailed minutes from board meetings should be recorded and distributed to all board members and staff. The primary function of these minutes is to highlight action items that are recommended by the board. This will create a list of tasks for the staff and will allow the board to members to track progress and make adjustments as necessary.

A Final Thought...

It is important to reiterate that although the list of a board's responsibilities is extensive, the group's primary role is to create the base for all fundraising efforts by giving and asking for money. This is illustrated by the fact that many grant-making institutions are starting to require that 100% of board members in applicant organizations make a donation as a prerequisite for receiving grants.

Some non-profit organizations, especially at the grass roots level, have board members who flat-out refuse to give or to raise money. While these individuals may be able to make an effective contribution to your organization at the committee level, they are not the best choice to serve on the Executive Board. The board is the foundation of your organization, and by taking the time to adequately evaluate your needs and recruit members who can serve all of those needs, you will be on your way to more effectively raising money and serving the people in your programs.

Creating a Case Statement

Now that your board is in place, it is time to define what your organization does, where it is today, and where it will be in the future. At the USGA, we receive grant applications from organizations who can provide general answers to these questions; however, it is rare that we are handed a report that summarizes their current state of affairs as well as their future objectives. Such a document is called a Case Statement. This 5-10 page document defines your:

- Mission
- Goals
- Objectives (these are different than goals)
- History
- Current organizational structure
- Current and future financial picture
- Fundraising plan

A Case Statement is important in fundraising because, through its creation, an organization will determine its programming goals as well as how much funding it will need to reach those goals. Additionally, the Case Statement is a valuable information piece that can be given to prospective donors as a quick reference to who you are, what you do and why you are worthy of a donation.

The creation of the Case Statement should be overseen by the Executive Board, and many organizations choose to create a sub-committee whose sole responsibility is to develop it; however, because it includes information about the entire organization, staff members should be used as a resource during its creation and implementation.

Components:

Mission Statement: The mission statement answers the question of why your organization exists and what problem(s) it is looking to solve. It should be one to two sentences in length, and should, in the context of the entire Case Statement, entice the reader to want to read on. An example of a mission statement that is used by The Massachusetts Golf Association for their ForeKids program is as follows:

“The MGA recognizes that the game of golf is unique in that it can be used to teach important life lessons such as honesty, integrity, sportsmanship and perseverance to all people, especially youth. We also acknowledge that certain economic and social barriers exist that can prevent many youth from developing a lifelong relationship with the game and realizing its aforementioned benefits.”

The immediate reaction to this statement is, “OK, so how are you working to change this?” The remainder of the Case Statement will answer this question. Notice that the MGA does not say in the

Mission Statement that they want “to improve lives through golf.” That may be one of their intentions, but any infinitive verbs (to do, to give, etc.) belong in the “goals” section of the Case Statement, not in the Mission.

Goals:

In this section, you should be providing bullet-pointed examples of how you will solve the problem that you posed in the Mission Statement. You should be using infinitive statements, such as:

- To enable the youth of Massachusetts, regardless of race or socioeconomic background, to be introduced to golf in a fun and supportive setting.
- To highlight the various life skills that can be learned through the game in order to make participants better citizens as well as better golfers.

These statements should be ambitious and far-reaching. You should imagine that if all of these goals were fully met, your organization’s mission would be accomplished.

Objectives:

These differ from goals in that they are specific and measurable. They are the milestones that you hope to reach within a certain time period. For example:

- In 2003, the MGA will run 3 introductory golf clinics that will reach 600 disadvantaged youth from the communities of Boston, Worcester and Springfield.

These objectives will provide evidence of strategic planning by creating checkpoints that look three to five years into the future and show progress and expansion. For example, in 2004, the MGA may plan to expand its introductory clinics to reach 1,000 kids from five communities.

These objectives are the main tool that the board can use to quantitatively evaluate the organization’s progress. At each board meeting, the chairman should be able to reference the Case Statement to quickly determine where the organization is having successes and where changes need to be made.

History:

This section describes the creation of the organization and the individuals who have been instrumental in its successes. In most cases, it should give evidence of the organization’s progression and expansion (i.e. total participants reached has expanded from 200 in 1999 to over 3,000 today). The length of the History should be sufficient to tell your story without boring the reader or causing him or her to lose track of the mission and goals. In most cases, a one-page History is more than sufficient.

Current Structure: This should contain two main pieces of information: an organizational chart of the staff that illustrates who reports to whom, and a list of current board members and their occupations. Some organizations also choose to include biographies of key staff and board members.

The primary purpose of the Structure section is to prove to current and prospective donors that you have the right people in place to make the most of their investment in your organization.

Financial Picture: This section shows that you are financially stable and that you will use your donor's money wisely. Philanthropic individuals and organizations will not give to you if they believe that their money may end up paying organizational debt as opposed to providing services to the people you are trying to help. The Financial section of the case proves that you have planned for your financial future and that the organization has a solid financial foundation on which to build going forward.

It should ideally consist of a current balance sheet (income and expenses) as well as audited financial statements. Additionally, you should be projecting a budget for those years in which you created programming goals. These projections should be optimistic yet realistic. You should be showing donors that you need their money but will have the future fiscal sustainability to be around for years to come.

The importance of this section of the Case cannot be overemphasized, as many individuals, and especially foundations, closely evaluate financial statements; therefore, if you don't have much experience "running numbers," make sure that you find a board member or a staff member who does. The excuse of "I am not an accountant" will not be sufficient when asking people to invest their hard-earned money in your organization.

Fundraising Plan: And now we finally get to fundraising. When planning for the future of their organization, many board and staff members immediately jump to fundraising because it is usually the most pressing need; however, it is nearly impossible to estimate how much money you will need to raise without first considering the size and scope of your programs, as well as your staffing and other budgetary needs. Therefore, the fundraising plan is generated only after you have gone through the previous steps.

The Fundraising Plan is basically a description of the various ways you will raise money, many of which will be described in the following sections of this guide. Its main purpose is to show that you will use a variety of funding sources to generate money for your programmatic and administrative expenses. It should also realistically project future funding sources.

Each section of the Fundraising Plan should provide narrative information on a funding source, how that source will be approached, and how much income it will generate. Overall, it shows donors that they are not your sole providers, but that other members of the community also feel that you are worthy of support.

Using and Evaluating Your Case:

The Case Statement should be an organic document that evolves with your organization. The only constant in non-profit organizations is change; therefore, the Case Statement needs to be regularly evaluated by your board and staff to ensure that it is up to date and continues to give an accurate picture of your organization.

When done properly, a Case Statement is a very strong marketing piece, as it gives an overview of who you are and what you do, and can allow you to quickly respond to requests for information about your organization with a comprehensive and detailed document. This is useful not only with prospective donors, but also with future board and staff members, members of the media, volunteers and anyone else who may wish to help in accomplishing your goals.

Some Fundraising Fundamentals

Now that you have recruited the right people, defined your organizational goals and determined how much funding you will need to make those goals a reality, it is time to start raising money. But first, we have to recognize a few principles that must be followed for successful fundraising.

A Necessary Foundation

The first principle is that all fundraising plans must be founded on a diverse group of individual donors. At the USGA, we often see grant applications from organizations that project the majority of their funding from a few grants and corporate sponsors or one single fundraising event. Most are surprised to discover that, on an annual basis, individuals give more money to charity than foundations and corporations combined. Additionally, institutional giving is vulnerable to anything from a bad business quarter to a change in giving guidelines; therefore, non profits that project a large percentage of their funding from foundations and corporations could be on course for disaster. Diversifying your donor base amongst a large group of individuals is the only way to ensure that you will meet your financial goals year after year.

In addition to insulating your organization from fundraising fluctuations, developing this broad base of individual donors will provide you with the freedom to run your organization as you see fit. Institutional donors like foundations and corporations often have agendas of their own that they want to see reflected in the programs that you run. Individuals, on the other hand, tend to support an organization on the basis of its overall mission, and will usually mandate fewer restrictions on how their money can be used.

Raising money through many individuals is undoubtedly more difficult than writing a single grant application or conducting one meeting with a corporation that might result in a large donation; however, it is the only way to meet all of your fundraising goals.

The Five “I’s”

There is a sequential process to recruiting individual donors that is symbolized by “The Five I’s.” They are:

1. Identify – Find the people who could potentially give you money.
2. Inform – Give them information about who you are and what you do.
3. Interest – Get their attention about what your needs are.
4. Involve – Allow them to feel like a part of your team.
5. Invite – Ask them to give to your organization.

These five steps highlight the fundamental principle in fundraising that people give money to organizations that take a more personal approach. Many board members and staff are anxious about fundraising, and therefore hastily jump from the “Identify” stage to the “Invite” stage without adequately covering the three other steps. People will give

you their money only when they feel a personal connection to your cause. It is your job to create this connection through “I’s” two through four.

Moving Up the Ladder

All donors should be classified into levels by how much they give. Once someone donates to you for the first time, your focus should then shift to ensuring that they give to you again and increase their donation the next time around. In this fashion, you move them up the “Giving Ladder.”



It should be noted that the dollar amounts for each donor level are subjective. While a \$500 donation to a small grass-roots organization may place a donor in the “Major Donor” category, that same gift amount may be only at the base level for a large national organization. It is therefore up to each individual organization to look at its donor base to determine defining criteria for each level.

Transitioning a donor from the Base Level to the Major Donor level may take years, as most people aren’t willing to commit significant amounts of money until they feel that they are truly connected with an organization and they trust that their money is being used wisely. It is your job to facilitate this process by continuously informing your donors of your activities and insuring that they feel involved with all that you do. This is made easier when both your staff and board realize that cultivating donors is a three step process that represents the “Fundraising Mantra”:

1. Acquiring a gift.
2. Renewing the donation in the future.
3. Upgrading the donor to a higher level.

Your work is not done once someone gives a donation. Rather, this is just the first step in the long process of building a close relationship with a donor so that he or she eventually feels comfortable enough to venture to the top of the ladder.

The Fundraising Pyramid

In order to encourage a donor to increase his or her gift, you must develop different types of giving campaigns that relate specifically to each donor's level of commitment to your organization. These various campaigns are illustrated by the following "Fundraising Pyramid:"



Each of the levels of this Pyramid will be examined in greater detail later in this guide; however, there are various observations that can be made about the Pyramid at this point. First, the Pyramid is structured very much like the Fundraising Ladder in that it is the board and staff's responsibility to transition donors from the base level (Direct Mail) to the top level (Planned Giving). This is most successfully accomplished not by jumping around, but by moving sequentially from level to level.

You will also notice that as you move vertically up the pyramid, two things happen. First, the number of solicitations, or how many people asked for donations, decreases. Second, the average gift amount increases. This relates to the "Acquire, Renew and Upgrade" strategy, whereby you Acquire donors through an impersonal Direct Mail campaign, and then proceed to Renew and Upgrade their gifts to reach additional levels of the Pyramid. Like the Fundraising Ladder, a donor's willingness to move up the pyramid depends on your ability to develop a close and trusting relationship with that person.

The Annual Fund

The Annual Fund is the foundation for all of your fundraising efforts. Through this fund, you raise money to pay for the day-to-day expenses of running your organization, including paying your staff, rent and administrative expenses, as well as running your programs. Because this money will be used for a variety of purposes, it must be raised in a way that will allow for the fewest restrictions on the donations. The only way to accomplish this is to develop the Annual Fund using a broad base of individual donors, all of whom give relatively small individual donations. The sum of these individual donations will (hopefully) equal your expenses for each year.

This guide will outline a prescription for an Annual Fund that is based on a broad, diverse donor base. This sample Annual Fund includes the following elements:

1. Acquisition Campaign
2. Gift Clubs
3. Special Events
4. Major Donations

It should be noted that these four components equate to the Fundraising Ladder in that each represents a stage of commitment that an individual makes to your organization. As you read through this section, be sure to remember that the ultimate goal of fundraising, and especially the Annual Fund, is to get people to renew and upgrade their gift amounts.

The Acquisition Campaign

An Acquisition Campaign is defined as the mass solicitation of people through the use of Direct Mail, which includes mailed letters, pamphlets and other informative documents. It is basically the “shotgun approach” to fundraising, whereby you send out a massive amount of solicitations in the hopes of successfully hitting your target and getting a response only a small percentage of the time.

One of the most telling statistics about an Acquisition Campaign is that, even when you do everything right in terms of utilizing an up-to-date mailing list and creating an effective solicitation piece, you can only expect 2% of your prospects to make a donation. This seemingly makes an Acquisition Campaign a very inefficient way to raise money, especially when you consider the following example:

The American Junior Golf Group (AJGG) sends out a direct mail solicitation to a mailing list of 1,000 people who signed up for their newsletter at a local golf expo. Printing and mailing costs total \$0.50 per letter, and because they take the time to properly produce their solicitation letter, they achieve the 2% response rate. On average, each donor gives a \$30 gift.

Income:

1,000 letters x 2% = 20 gifts
20 gifts x \$30 per gift = **\$600**

Expenses:

1,000 letters x \$0.50 per letter = **\$500**

Net Profit:

\$600 Raised - \$500 Expenses = **\$100**

So, after all the work of compiling a mailing list, creating the solicitation and sending it to the prospects, The American Junior Golf Group only ends up \$100 richer. With this bottom line, it is difficult to see why an organization would even consider an Acquisition Campaign. Yet, if you look at your mail for any given week, you will see a number of direct mail solicitations from schools, hospitals, foundations and other non-profit organizations that are looking for donations, so there must be an upside.

In order to appreciate the benefits of an Acquisition Campaign, you need to look beyond the dollars to see what else the AJGG gained through this particular solicitation. In addition to the money, they now have 20 new people who have confirmed their support for the organization and its mission through a donation.

This highlights the fact that the purpose of an Acquisition Campaign is not to raise significant sums of money, but to identify new donors. This is the first stage of the “Acquire, Renew and Upgrade” sequence that will eventually move these initial donors up the ladder to “Major Donor” status.

Creating An Acquisition Campaign

Acquisition Campaigns are designed to recruit people who are unfamiliar or only slightly familiar with your organization. As previously mentioned, the realistic return on this type of campaign is 2%, but only when it is executed properly. To do so, you should follow the following steps:

1. *Obtain an appropriate mailing list:*

Acquisition Campaigns hinge on the quality of their mailing lists. Although the people on these lists will be strangers, they should be individuals who are interested in what you do. In order to locate these people, you need to utilize all available resources, starting with your board, staff, volunteers and current donors. Most people

underestimate their own personal networks; therefore, a useful exercise is to have your board, staff and/or volunteers each write down names and addresses of ten people that they know who might be interested in making a small donation to your organization. This will quickly generate a list of a few hundred names.

After that, you must use your creativity to develop other sources. These may include lists of golf club members, tournament participants, magazine subscribers, or PGA professionals. Although the quality of the names is important, your main concern should be quantity when creating the first list.

If you discover that you are unable to identify enough names, you can look into trading lists with other organizations. There may be another non-profit golf organization in your area that is also looking for names, and by partnering, you can quickly double your distribution. The obvious downside is that you will eventually be competing with that other non-profit for donations, so the 2% success rate will decrease. As a last resort, you can also consider purchasing mailing lists from other organizations, which usually cost between \$100 and \$150 per thousand names.

2. *Writing the letter:*

People today are extremely busy and often do not have the time to sift through an unorganized letter to find out why they should give money to an organization. Your letter should therefore deliver your message effectively and efficiently. To do so, you must first recognize that people read a solicitation in a unique way. First, they read the introductory paragraph, then the last paragraph, and then the post script. Because of this, you need to ensure that you are very convincing in these three areas.

In the first paragraph, your goal should be to immediately grab the reader's attention by telling a story. This can focus on one of your participants, or on a situation that you are working to change. For example:

“As a passionate golfer, you know that the game is special. Unlike many other sports, golf's unique rules and etiquette make it a valuable teacher of important values, including honesty, integrity and sportsmanship, that can positively impact the lives of all who play it, especially children. However, as a Massachusetts resident, you also recognize that there are disadvantaged youth from communities across the state whose financial situations prevent them from being exposed to this great game. We at the MGA share your concern, and through our ForeKids program, are taking radical steps to ensure that golf is a game for all people.”

In the body of the letter, you should then talk about your history and describe some of the actions you are taking to accomplish your

mission. Feel free to use bullet points to break up the text to make it more visually appealing.

In the last paragraph, you should clearly state a specific action that you wish the reader to take and should include explicit dollar amounts. Remember, this may be your last chance to get a donation before the letter ends up in the trash, so make the most of it. Don't be afraid to use forceful language, such as:

“Please send us a gift of \$25, \$50, \$75, \$100, or whatever you can afford. Use the enclosed envelope and do it today, as the golf season is quickly approaching. By supporting ForeKids, you are not only ensuring the future of golf in Massachusetts, you are also enabling thousands of youth to learn the many important lessons that the game can teach us all.”

Finally, do not ignore the post script, as many readers' eyes are instinctively drawn to it. It is another opportunity to point out what makes your organization worthy of a donation and to convey a sense of urgency:

P.S. Your dollars will allow thousands of disadvantaged youth to become better citizens as well as better golfers. Send in your gift today!

Feel free to use the text in this section as a model for your own acquisition mailing. Other resources that you can use as models are solicitations that you receive from non-profit organizations. Rather than throwing them out, take the time to analyze which aspects of these letters convince you to give. You can then easily incorporate these elements into your own fundraising letter.

3. *The reply device:*

This is the name for the reply card on which your donor will indicate how much he or she is giving. The keys to this part of the solicitation are that it is small enough to fit into the return envelope, and that it allows the donor to choose a specific amount to give. Also, the language on the reply device should encourage your donor to make a proactive commitment to your organization. For example:

? YES! I want to join the effort to make golf more affordable and accessible.

As for the specific gift amounts on the reply card, you should recognize that most people will choose the second number listed; therefore, this amount should match the average gift that you are hoping to receive. This can be presented as follows:

Please accept my gift of:

? \$25 ? \$50 ? \$75 ? \$100 ? Other

The reply device should also include instructions for the method of payment. Ideally, you should try to give your donors as many payment options as possible, including credit cards.

4. *The return envelope:*

The most important aspect of this envelope is that it is already addressed to your organization. If you do not take the time to print out your address, your response rate will decrease significantly. Note that stamping the envelope is generally not worth the cost. If a donor feels compelled to give to an Acquisition Campaign, he or she won't mind affixing a stamp.

5. *Other enclosures:*

Many organizations wonder if they should include a newsletter or some other information piece with the solicitation. Generally, however, these additional documents tend to take the reader's focus away from the letter itself, which could actually decrease your response rate. The objective of an acquisition letter is to immediately grab the prospect's attention and to convince him or her to give a relatively small donation. A well-written letter is sufficient to do this.

Prior to sending out the letter, reply device and return envelope, be sure to have your staff proofread it several times, as typos can cause donors to doubt the competency of your organization. Also, determine if all three components can be further enhanced by adding logos or even a mission statement. Realize that, although you want to be concise and to the point, the Acquisition Campaign documents must give sufficient information about who you are and what you do.

As for postage, the U.S. Postal Service offers discounted rates for non-profit organizations. Utilizing this option will significantly decrease the cost of your acquisition mailing, so be sure to contact your local post office or visit www.usps.com for details.

Mailing Timetable

This guide recommends that you send two mailings in a year to the people on your Acquisition Campaign mailing list. The first should take place at the beginning of the golf season, which obviously varies depending on your geographic location. The first letter will be designed as outlined above, and should serve to introduce people to your organization and convince them to give.

The second mailing should take place two months after the first and should be sent to those people on your list who have not yet sent a gift. This is basically a reminder letter that serves to keep your organization in the minds of your prospects and to increase the likelihood that they will make a donation.

Although each letter will differ in how it presents information, they will both carry the same message that your organization is playing a vital role in your community and that it is worthy of assistance.

After Receiving the Gifts

First, if the donor paid by check, you should photocopy the check and cash it as soon as possible. You should then immediately enter all of the donor's information into your donor database (specifics on this database will be covered in a later chapter). Finally, you should write a thank-you note within three days of receiving the gift. This note should ideally serve as a receipt for the gift, include hand-written components, and at a minimum should be signed either by your President or Executive Director. The text should specifically note the amount that was given and briefly describe how it will be used. Although it only takes a few minutes to write a thank you note, not sending one can be a "deal breaker" for future gifts. This is even more significant when you consider that the main goal of an Acquisition Campaign is to bring in new donors in order to cultivate relationships with them and move them up the Fundraising Ladder.

Finally, you want to evaluate your Acquisition Campaign two months after sending the second letter. This evaluation should measure the following:

- Total number of donors
- Response rate (number of gifts ÷ number of letters mailed)
- Average gift amount (total amount raised ÷ number of gifts)
- Total amount raised

You should compare these results with any estimations that you made at the start of the campaign. If there are major differences, and especially if your response rate is well below 2%, you may want to look at the quality of your mailing list and the content of your solicitation letter to see if anything can be improved.

Final Thoughts...

The ultimate measure of an Acquisition Mailing is how many new donors it brings to your organization and, over time, how many of these donors can be upgraded to mid-level or major donors. As you look ahead to the future, realize that some of the people that you meet through this campaign might become valuable board members or volunteers. Use this as motivation to cultivate relationships with these individuals by periodically mailing them a newsletter, inviting them to events, or asking them to volunteer. People will give more as they feel a deeper connection with an organization. Now that you've acquired these donors, it's time to move them up the ladder.

The Gift Club

If you are a USGA member, you are already familiar with the Gift Club concept. With a Gift Club, individual donors have the option of donating at various levels, and each level carries with it a certain list of benefits. In the USGA Members Program, for example, if you give \$50, you are classified as a "Champion Club" Member, while \$100 gets you "Eagle Club" status. The different levels correspond to different benefits ranging from bag tags to a hardcover annual of the U.S. Open.

Gift Clubs are a step higher on the Fundraising Pyramid, which means that they will generally involve larger average gift amounts and a fewer number of solicitations. They will also target a different segment of donors, specifically people who have either:

1. Donated to a previous Acquisition Campaign or some other low-level giving initiative.
2. Volunteered for your organization or have some other connection that might result in a willingness to give at a slightly higher level than the Acquisition Campaign.

The people that you will get enrolled into a Gift Club already know who you are and what you do; therefore, they are willing to make a greater financial commitment to your organization. They may not, however, have either the means or the willingness to venture into "Major Donor" status.

Creating a Gift Club

Like the Acquisition Campaign, the vehicle for the Gift Club is Direct Mail. Now that you are familiar with the fundamentals of Direct Mail, it should be fairly easy to adapt the concept for this other campaign. Specifically you will:

1. *Create your mailing list:*

Include everyone who has previously donated as well as people who have a significant connection to your organization (volunteers, previous staff/board members, instructors, etc.).

2. *Write the letter:*

The theme for this letter will be very similar to the Acquisition Campaign, only differing in that it emphasizes what you have been able to accomplish with prior donations from the people you are trying to upgrade into the Gift Club. For example:

Because of your help, we were able to accomplish the following goals in 2003:

- Increase enrollment to 3,000 youths, up from 2,500 in 2002.
- Add two new programming sites in Springfield and Andover.
- Develop a six-week instructional program for golfers with disabilities.

In addition to talking about what you've already done, you should discuss why you need people to join the gift club, and what you will do with their money. You should also follow the Acquisition Mailing template for the last paragraph and post-script of the letter.

3. *The Reply Device*

This will differ from the Acquisition Mailing, as you are asking for different levels of giving. You should use the reply device to define the different donation levels and describe the benefits associated with each. For example:

YES! I would like to join the AJGG at the level of:

? PAR Sponsor (\$100)
Includes: Bag Tag

? BIRDIE Sponsor (\$250)
Includes: Bag Tag
AJGG Towel

? EAGLE Sponsor (\$500)
Includes: Bag Tag
AJGG Towel
AJGG Shirt

No, I am unable to join the AJGG at this time. However, please accept my donation of: \$ _____.

As for the specific "giveaways" that accompany each membership level, you should be creative in determining what you can distribute that is both inexpensive but at the same time clearly identifies the individual as a supporter of your organization. People will not become Gift Club members solely because of the benefits; however, most will want a physical representation of their gift, which will also serve as a constant reminder of their affiliation with your organization. This

reminder will increase the likelihood that they will renew their gift in the future.

4. *The return envelope:*

This should definitely be self-addressed. Also, because you are seeking higher amounts of money per donor and sending out fewer solicitations, you should consider stamping the envelope.

5. *Other enclosures:*

As with the Acquisition Campaign, it is best not to draw the prospects' attention away from the letter with superfluous information; however, because you are offering various benefits along with Gift Club memberships, you should include pictures of the bag tags, towels, shirts or other items that donors will receive.

Again, proofread all of the Gift Club components carefully for typos and to ensure that your writing is clear and concise. Since all of the prospects for the Gift Club campaign are familiar with your organization, it is in your best interests to include photos on the solicitation. Pictures of your facility and the kids in your programs will remind the prospects of why they became involved with you in the first place, and why they should continue to give money.

Timetable

Prior to actually mailing out the letter, you should ensure that all of the merchandise for your different levels is ordered. Don't be afraid of ordering too much, as surplus can be sold at special events, used for prizes for participants, or given as gifts to volunteers.

Like the Acquisition Campaign, the Gift Club Campaign should be kicked off at the start of the golf season with the mailing of the initial letter. Two months later, you should follow this letter up with a phone call from a staff member to those people who have not yet donated. This phone conversation should be short and to the point. Simply ask if they received your letter, if they'd like to join at one of the levels, and if not, if they'd like to make a donation of some other amount. The fact that you are requesting more money from fewer people justifies this approach, and making the effort to speak to your prospects will significantly increase your success rate.

After Receiving the Donations

Thanking these donors is extremely important so that they know that their gift was appreciated. This should be done ideally with a handwritten letter from your Executive Director or President. If your organization has the staffing resources available, you should also consider thanking each donor, and especially those

donors in the highest gift category, by phone. Any of the “giveaways” should be sent out promptly with the thank you letter.

As with the Acquisition Campaign, you should keep track of relevant statistics, including response rate, gross total donated, net total donated (gross total – expenses) and the level at which most people joined.

Final Thoughts

Although a Gift Club Campaign is similar to an Acquisition Campaign in that both use Direct Mail, Gift Clubs require more work from your staff and board; however, when you compare the response rates for the two fundraising methods, the extra work is justified. As previously mentioned, an Acquisition Campaign typically has a maximum response rate of 2%, while Gift Clubs, which are technically renewals of previous donations, can achieve up to a 66% response rate (especially if you follow up mail solicitation with a phone call). This stems from the fact that your mailing list for a Gift Club consists of people who are familiar with your organization and have already decided that it is worthy of their support.

When we extrapolate numbers for the Gift Club Campaign, it is easy to see how this method can generate serious revenue. Let’s assume that you have a Gift Club mailing list of 100 people, and that the average gift in the second tier, which is \$250:

Income:

50 people x 66% = 33 responses

33 responses x \$250 average gift = **\$8,250**

Expenses:

100 letters x \$1.00 per letter = **\$ 100**

Giveaway costs = **\$1,000**

Net Profit:

\$8,250 raised - \$1,100 Expenses = **\$7,150**

While \$7,000 may not fund your budget for an entire year, it is still a considerable amount of money, especially for a campaign that reaches “Middle Donors”.

When you combine this with Special Events and gifts from Major Donors, which are covered later in this guide, you are on your way to developing the fundraising arsenal required to meet all of your goals.

Special Events

Special Events, or “benefits,” are one of the most commonly used fundraising tools, especially for small non-profit organizations. For USGA-supported golf programs, the most common Special Event is the golf tournament; however, many organizations have a tendency to over-estimate how much money these events can bring in, and end up falling short of their fundraising goals. In order to effectively use Special Events in your Annual Fund, you must first recognize that they are not the most efficient way to raise cash. In fact, the main goals of Special Events are to:

1. Increase the visibility of your organization in your community.
2. Connect with current donors and to move them up the fundraising ladder.
3. Bring in new donors who were previously unaware of your organization.

The fourth (and least realistic) goal is to generate large amounts of cash.

As was the case with Acquisition Campaigns, you may be wondering if Special Events are worth the hassle. The answer is a resounding “yes,” as these events are the most effective way to cultivate a donor’s connection with your organization. This will result in people renewing and upgrading their gifts, or in some cases, making an initial donation that will lead the donor up the Fundraising Ladder.

Planning Special Events

The amount of effort you put into planning a Special Event relates directly to how successful it will be, both in terms of generating exposure and raising money. Numerous details go into planning these events, and even the smallest oversight can result in disaster; therefore, you must be careful to budget sufficient time and people to the event for it to be a success.

The first step in the planning process is to create a Committee whose sole purpose is organizing and running the event. While this Committee should be headed by a member of your Board of Directors, the other slots can be filled by other volunteers. The key requirements are the ability to commit a significant amount of time to the project as well as careful attention to detail. Ideally, you should include a volunteer who may have experience planning or working a Special Event for another non-profit organization.

Once this Committee is formed, its first order of business is to create a task list. This list should include every detail of the event from mailing out the invites to arranging the caterer to ordering the table centerpieces. It should be ordered in a table as follows:

Task	Target Completion Date	Manager	Actual Completion Date
Book golf course.	April 15	Judy	April 12
Print invitations.	May 1	Steve	May 1
Secure silent auction items.	May 3	Jess	May 1

Managers of the individual tasks can be recruited from the staff, the board and your volunteer database. In assigning tasks, it is important to evenly distribute the workload as well as assign people to tasks that relate to their areas of expertise. Once the task list is completed, it should be arranged in chronological order to serve as an event timeline.

After creating the task list, the Committee should create a budget for the event. This budget should include an income statement, which lists all of the different ways that the event will bring in money, along with an expenses statement. This budget can be used as a guide throughout the planning process, and will be a valuable tool after the event is completed to determine how accurate your estimates were.

Who to Invite

While the invitation list will depend on the type of event you are running and how exclusive it is, a generic list should include:

1. Anyone who has given money to your organization in the past two years.
2. Your staff.
3. Your volunteers.
4. Local businesses, especially those connected to your board members.
5. Local media.

People will come to your event because they like your organization, they like your event, or (hopefully), because of both reasons. Businesses, especially those that want to increase or maintain their presence within the community, will be interested in attending, especially since their contributions to your event are tax deductible.

How to Generate Money at Special Events

Generally, it is a good idea to provide people with as many ways possible to give you money at the event. This means that, in addition to selling tickets, you should hold a silent auction or a raffle, create an ad-book, sell program sponsorships, or create some other option that will capitalize on people's willingness to give. For golf tournaments, these options can include hole sponsorships, long drive challenges or "closest to the hole" competitions.

How ready your attendees are to whip out their checkbooks at the event depends directly on how much effort you put into marketing your organization. These events are your chance to shine, and if anything, your attendees should be overwhelmed by the amount of information you give to them about who you are and what you do, whether it is through pamphlets placed at dinner tables, speeches from staff and board members, or the creation of an engaging event program. One of the most effective ways to tug on people's heartstrings, and something that is recommended for nearly all special events, is to directly involve the participants in your programs. There is nothing more impactful than a speech from a child explaining how your program has improved his or her life. It is this opportunity to directly show an event attendee who his money is helping that will cause people to either become a regular donor or to upgrade a previous contribution.

Other Effective Special Events

The number of different events that you can run is only limited by your creativity and willingness to work. Other than golf tournaments, you should consider hosting:

- Golf Marathons
- Professional Golf Instruction Sessions
- House Parties
- Annual Banquets
- Raffles
- Garage Sales
- Pancake Breakfasts
- Barbeques
- Wine Tastings

Although these events are very different, all have the potential to both increase your visibility and generate revenue. Regardless of which events you choose to host, you should pay attention to the fundamental principles covered in this section throughout the process of planning and executing the event.

Following the Event

Your first action should be to write thank-you notes to all attendees, especially those who may have purchased silent auction items or made significant donations in addition to purchasing tickets. You should also add any new donors to your Gift Club mailing list, as well as re-classify any Middle Donors who may have given contributions that could make them prospective Major Donors.

The Event Committee should then look at your task lists and your budget to see where you may have underestimated or overestimated your success. Because of

the immense amount of detail that goes into planning these events, many things can and do go wrong. Making the effort to recognize and learn from your mistakes will allow you to improve your events year after year.

It should be your organization's goal to run two Special Events each year. The first should be a large event, such as a golf tournament or dinner, which has the main goal of increasing your visibility and bringing in new donors. The second event should be smaller and more intimate, such as a house party or cocktail reception, which should be reserved for your board members, executive staff and other major donors.

Major Gifts

The final (and most important) element of your Annual Fund is a Major Gifts Campaign. Although the "Major Gift" classification depends on the size of your organization, we will consider it a gift of \$1,000 and up for the purposes of this Guide. The importance of Major Gifts is illustrated by the fact that, for most non-profits, 60% of their donations are given by 10% of their donors. Also, 50% of people who are asked for Major Gifts make a contribution.

These donors are at the top of the fundraising pyramid, and represent people who are both passionate about what you do and have the means to support it at a high level; however, they will not give you money unless you build up the courage to ask them to do so. Adequately preparing for this "ask" will make it both easier and ultimately more effective; therefore, you should follow these steps for your Major Gifts campaign:

1. *Start with your Board.*

Major Gift campaigns depend almost entirely on the strength of your board, and specifically on how aware board members are that their two primary responsibilities are to give money and to ask for money. At the start of your campaign, each member should make a reasonable donation that is, at a minimum, enough to place him or her into the Major Donor category (in our case, \$1,000). The first person to give should be your Chairman, who should then verbally encourage all other members to do so. The actual amount of these gifts should reasonably reflect each individual member's financial capacity.

2. *Set a goal for the total number of donors and create a prospect list.*

This goal should keep in mind that only 50% of the people asked will actually make a donation. For example, if it is determined that every member needs to successfully recruit five Major Donors, each Board member should make a list of ten friends, business associates, other volunteers or current Middle Donors who may have the capacity to upgrade.

3. *Do your homework on each prospective donor.*
Before actually asking for money, you should look at various clues to determine a realistic gift amount for the prospect. These can include their giving history, financial capacity and overall commitment to your organization.

Once you determine the size of the gift that this person will potentially make, you should add 50%, as approximately half of the people who give Major Gifts will give less than expected. By adding 50% onto your “ask”, you are increasing the likelihood that your total gift estimates will be accurate.

This tactic also relates to what I term the “Swallow Your Gum” theory of asking for major gifts. Basically, if you ask someone for a specific amount of money and they don’t “swallow their gum” out of surprise, that means that you probably didn’t ask for enough. While you should always be realistic in how much you ask for, you shouldn’t worry about offending someone by asking for too much. On the contrary, many people at the Major Donor level can be put off if you don’t ask them for enough. By “low-balling” a Major Donor, you are implying that they don’t have the capacity to give at a certain level, which could be offensive to them, especially if they know that their friends or associates have been asked to give more.

4. *Make initial contact.*
The board member who will be doing the asking should make a phone call to the prospect in order to set up a meeting. During the phone conversation, the board member should be up front about his intentions of providing information about the organization and asking for a donation. Do not set up a meeting under false pretenses and then try to ambush the prospect with a solicitation, as this could seem underhanded. If the prospect turns down the meeting, you should graciously thank him or her for his or her support and express that you hope to see them at a future Special Event or other function.

5. *Make the ask.*
Now that you have prepared, you are ready to ask for money. When making an ask, you should give a brief and informal presentation about the current activities of the organization, highlighting its annual financial needs. You should be prepared to answer any questions asked by the prospect, and should particularly know how his or her donation will be used.

Finally, you should directly ask for the specific amount of money that you determined was appropriate in Step 3. Do not dance around the issue, and absolutely do not ask a prospect for “whatever he or she can afford to

give,” which will undoubtedly decrease the gift amount. If you are able to display the confidence you’ve gained by representing a worthy organization as well as preparing for the solicitation, your prospect will sense this and will have the assurance to honor your request.

You should mention that you realize you are asking for a significant amount of money, and that you’d like the individual to think it over for at least 24 hours. Set up a time to call the prospect back (not the other way around) the next day to follow up on the request.

6. *Call the prospect back for their answer.*

Again, be direct and to the point as to the reason for your call. If the prospect agrees to make a gift, thank him or her wholeheartedly, and arrange a specific date on which to collect the money.

If they say no, thank him or her for considering, and express your hope that you can count on his or her future support.

Following Up

The size of a major gift warrants both a handwritten thank you note as well as a phone call from the president of your board. You should also immediately place the donor on mailing lists for your newsletter, as well as invite lists for all Special Events.

This process illustrates that, in order for someone to make a major gift, you need to make a personal connection with them. While this is initially accomplished by a single board member, it should be cultivated by staff and other board members. Make the effort to seek these individuals out at Special Events to let them know that you appreciate their support, and if the fit is right, you should consider inviting them to join your board.

Finally, remember the Fundraising Mantra: Acquire, Renew and Upgrade. Now that you have acquired your Major Donors, you need to make sure to renew them the following year and upgrade their gift to a higher amount. This will only be accomplished by continuing your personal relationship with them and showing them that their gift was appreciated and put to good use.

Is it Worth the Effort?

Obviously, acquiring Major Gifts takes a lot of work, especially from the members of your board; however, when you look at how much money Major Gifts can generate, this effort is justified. Assuming you have 15 board members who each make a \$2,000 gift, and each member recruits five Major Donors who give a \$1,000 gift:

Income:

15 Board Members x \$2,000 Average Gift = **\$ 30,000**
15 Board Members x 5 Major Donors/Member x \$1,500 Average Gift = **\$112,500**

Net Profit:

\$30,000 + \$112,500 = **\$142,500**

As you can see, this is where you generate some serious money. And what about expenses? Because the Major Gifts are given from one person (the donor) to another person (the board member), there generally aren't any. Everything you raise is profit.

Annual Fund Final Thoughts...

Once you create strategies and estimates for your Acquisition Campaign, Gift Club, Special Events and Major Gifts, you should re-visit your Case Statement and include brief blurbs about each for the "Fundraising Plan" section. Be sure to focus on the target amount you will raise with each component.

The key behind the Annual Fund strategy presented in this guide is diversity of funding sources. Many organizations attempt to base their entire annual fundraising strategy on one Special Event or one Acquisition Campaign; however, they quickly learn that this can lead to disaster if their expectations for these fundraising vehicles are not met.

If you follow this guide and utilize the four aforementioned Annual Fund components, you will generate a fundraising revenue stream that will be fairly constant year after year. Even if a Special Event doesn't generate as much money as expected, or you lose a few Major Donors, the other components of your Annual Fund will bail you out and bring in enough revenue to enable you to serve your constituents.

Grants

Grants play a specific role in your fundraising portfolio and, as we have seen at the USGA Foundation, they are often misunderstood. Many people believe that they can apply for grants year after year to support their programs; however, the main purpose of a grant is to fund either a new program or project or expand a current program or project for a finite amount of time. The foundations want to make a contribution usually over a period of one to three years, but then expect you to support the program or project on your own. For this reason, you must take the time to develop a comprehensive fundraising strategy to prove that you have the realistic means to continue the programs or projects in perpetuity without further assistance from the foundation.

It is also important to realize that foundations and other grant making organizations are making an investment in your organization, and are not simply giving you a gift. Foundations are set up to give money only to those organizations whose missions align with their own; therefore, you need to show the foundation that you are both reaching the same demographic, and that you have the staff, volunteers, financial systems and fundraising structure in place to best convert their money into goods and services for the individuals that you serve. The vehicle you use to demonstrate this ability is the grant application.

Writing Grant Applications

Creating a grant application can be a difficult and time consuming process; however, if you've taken the time to develop a detailed Case Statement and follow these steps, it will be much easier:

1. *Research the foundation.*
Prior to even considering applying for a grant, you should look closely at the mission and structure of the foundation. Specifically, you should examine its giving history for the types of organizations and programs it has funded in the past as well as the amounts of the grants that it has given. Check its website or promotional materials to see if it publishes funding philosophies and guidelines, and to see if you these criteria. Additionally, you should determine the dates when the applications are due as well as for when the grants are awarded.
2. *Contact the foundation by phone.*
Even if your research leads you to believe that you would be a good fit for a grant, you should still make the effort to call a member of the foundation's staff. In this conversation, you can provide some information about your organization and get a general sense of how likely you are to receive funding, and for what items in your budget you should request money. Often times, foundations may cut back their funding during certain lean periods, and a staff member will be able to tell you this before you go through all the work of preparing an application.

I must emphasize that if a foundation staff or board member tells you that you do not fit their funding guidelines, do not submit an application. Many non-profit organizations are under the impression that their application will cause the foundation to change its funding philosophies, which is rarely the case. Instead, focus your energy on finding a different foundation that is a better fit.

3. *Use your Case Statement to answer the application questions.*

Since you have gone through the trouble of developing the Case Statement, you should use it to outline the programs and projects for which you are requesting funding. Be sure to answer all of the questions in as much detail as possible (while still being concise and staying within any guidelines for length), and include as many quantitative references as you can (i.e. number of participants, number of pros, hours of instruction, etc.). Do not leave any questions blank. If you don't know how to answer something, contact the foundation's staff.

4. *Focus on the budget.*

Because you are asking a foundation to make a financial investment in your organization, they are going to pay close detail to your budget to determine how their money will fit into your overall financial picture. The budget should show a list of income (money you take in through fundraising and other means) and expenses (what you spend your money on). The income and expenses should include data for the two years prior to the year in which you are applying. Additionally, you should try to project two years into the future and estimate what your income and expenses will be for those years.

If you plan to break even (i.e. your total income is the same as your total expenses) for a year, you should show this on your budget. Foundations may look negatively on surpluses, which will make them wonder why you need them in the first place, and deficits, which will cause them to question your financial viability.

Foundations realize that many non-profit staff members do not have accounting experience and may struggle with a budget; however, they will not accept this as an excuse. If you want to get a grant, you must present an accurate picture of your financial past, present and future. If you can't do the budget, you need to find another staff member or volunteer who can.

5. *Determine an appropriate amount of funding to request and which items to request it for.*

Again, you should look at the foundation's giving history to determine its average gift amount and make a request that is close to that number. Also realize that most foundations will not fund 100% of a program or project, as they want to see that you will be capable of supporting it in on your own in the future.

The majority of foundations will not give money for "general operating expenses"; therefore, you must specify which expenses you will use their money for. In order to maximize your award, you should restrict your request to the items that the foundation typically funds. For example, the USGA Foundation will typically fund golf course access but won't typically fund food and beverage. You should consult the funding philosophies and guidelines, or contact a foundation staff member, to determine which items are appropriate.

6. *Show an exit strategy.*

Foundations want to see that you have the ability to support the program or project after the grant period expires; therefore, you should have a solid Fundraising Plan in place that projects at least two years after the grant expires. If you are applying for a multi-year grant, the percentage of your budget that the grant funds comprise should decrease in subsequent years.

7. *Make sure that your application is complete and submitted on time.*

Some foundations will simply throw out applications that are received after the submission deadline or are incomplete. At a minimum, it may cause foundation officials to question your competency as a potential steward of their money. Pay attention to deadlines and proofread your application carefully.

8. *Call the foundation to make sure that the application has been received and that it is complete.*

This step will show that you are conscientious and may save your application if you inadvertently left something out.

You will notice that, throughout the process of creating your application, you should be in consistent contact with foundation staff members. This reflects the fact that, although foundations are institutional donors, they will be more comfortable making a grant to an organization that has a "local champion" in place to ensure that the money is used correctly and effectively. Like all fundraising, success in being awarded grants depends on your ability to build a personal relationship with your donor, which, in this case, is a foundation.

After Receiving the Grant

Although the hard part of writing the application is over once you receive funding, your job is not complete. If you are awarded a grant, you will most likely be mailed an award letter informing you how much money you've received, what items it is restricted to, and for how long you can spend the money (the grant period). Keep this information in mind throughout the grant period, and if you have any questions, contact the foundation staff immediately. Many organizations run into problems when they either misspend a foundation's money or use it outside of the grant period, which, in some cases, can result in the need to return some or all of the granted funds. To avoid this, you should speak with foundation staff if you believe that your actions might fall outside of the grant guidelines. Many foundations have processes by which you can extend the grant period or change how the money can be used; however, these options are usually only available if you inform the foundation of the change on the front end, and not after you have already misspent their money.

Most foundations will also require you to submit a report at the end of your grant period that details how you spent the money and what impact it had on your program. Some foundations have a specific form to use for the report, while others leave the actual outline up to the grant recipient. Regardless, you should be prepared to account to the penny for how the grant was spent in as specific terms as possible. You should also pay attention to the due date of this report and mark it on your calendar so that it is not overlooked when you are deep into your programming season.

Much of the follow-up work after receiving the grant serves to keep your organization in good standing with the foundation and to prove that you were a worthy investment of their money. Foundations will look closely at the quality and timeliness of your reporting, as well as your interaction with staff, when considering you for future grants; therefore, you should make every effort to maintain a positive relationship with the foundation, especially if you are planning to re-apply for additional grants.

Capital Campaigns

Capital Campaigns are fundraising efforts that take place over a specified time period and that generate money specifically for the purchase or renovation of capital, or man-made resources such as buildings, golf courses and office equipment. Capital Campaigns are a fairly advanced fundraising method, as they require for you to tap your existing donor base to make larger-than-normal donations either on a one-time basis or as a pledge over three to five years. This makes Capital Campaigns rarely successful unless you've developed a large and diversified base of major donors who are very committed to your organization.

Because of their complexity as well as the large amount of money that they will hopefully raise, capital campaigns may require that you hire a fundraising consultant, or at a minimum have a board or staff member who has experience with this type of fundraising. The investment into hiring a consultant or experienced staff member will pay off by enabling you to reach your fundraising goals in the expected timeframe.

Organizing a Capital Campaign

The first step in developing a Capital Campaign is to ensure that the campaign and its goals fit with what direction you have defined for your organization through the Case Statement. Second, you should create a mini-Case Statement for the project that explains why you need it and how it will allow your organization to better serve your target population, as well as outlines how much it will cost. This mini-Case Statement should be prepared by a Capital Campaign Committee and distributed to all members of the Executive Board. It should ideally include a feasibility study that supports the committee's findings. The board should then vote to approve the Capital Campaign before you start to solicit donations.

Next, your board should determine how much money you need to raise on an annual basis in order for the project to be completed. This is most efficiently done using a "Gift Range Chart" that displays the number of gifts and gift amounts, such as is illustrated below for a \$100,000 Capital Campaign:

Number of Gifts	Gift Amount	Total
1	\$20,000	\$20,000
2	\$15,000	\$30,000
5	\$10,000	\$50,000

Generally, the Gift Range Chart will follow the pattern of one gift representing 15-20% of the total, two gifts at 10% each, and four to five gifts at 5% each. Any remaining money that needs to be raised will come from a number of smaller donations.

The process of organizing a Capital Campaign is very intensive, and if done properly and diligently, will take between four and 12 months.

Getting Lead Gifts

Once you create your Gift Range Chart, you must then identify individuals and organizations that will be willing to make a “Lead Gift” toward the campaign. Not surprisingly, this list should start with your Board of Directors, who must give at least 10% and up to 40% of your goal. Next, you should look outside of your board to other committee members, major donors or foundations that are set up to give grants as lead gifts. Once you obtain enough lead gifts to reach 50% of your goal amount, you can then announce the beginning of the Capital Campaign. Delaying this announcement will increase your probability of success in reaching your goal, as people will be more willing to give once they see that you have already generated support for the project.

Reaching Your Goal

After announcing your Capital Campaign, you should begin to identify prospects. Your prospect list should include all current major donors. Additionally, you should poll your board to determine if they know anyone who might be willing to make a one-time gift to your Capital Campaign. Many individuals may not be willing to provide annual support to a non-profit organization; however, they won’t mind making a substantial gift in support of a beneficial capital project. When preparing your prospect list, you should be aware that Capital Campaign solicitations generally have only a 25% success rate; therefore, you should identify at least four prospects for every gift that you’ve included on your Gift Range Chart.

Once you have a prospect list, you should then follow the steps for soliciting major gifts, but obviously have your presentation focus on the capital project and how it will benefit your organization. Since you are requesting a one-time gift, the ask amount should be at least double the donor’s yearly gift. If the Campaign is to take place over a few years, you should encourage the prospect to pledge a certain amount over each of those years. If you do receive multi-year pledges, you must be sure to develop a system to schedule the pledge payments and assign staff members to ensure that the pledges are collected.

You should also realize that Special Events are an excellent tool for Capital Campaigns. Events can be used to kick off a Capital Campaign and get people into the giving spirit, can be effective at closing out the Campaign if you have exhausted your Major Donor base and still need some smaller donations, or can be held after the Campaign has been completed as a celebration of your success and a “thank you” to the many donors and volunteers who worked hard on the Campaign..

Planned Giving

Planned Giving represents the most advanced type of fundraising covered in this Guide, as it involves donors agreeing to make gifts over an extended time period either while they are alive or after they have passed away. Because of the scope of this commitment, Planned Gifts will usually only be made by donors who have given to you over a period of many years and have developed the confidence that your organization will continue to serve its mission in the future.

Many types of Planned Gifts, like annuities and trusts, are legal relationships that must be established between you and your donor through an attorney. They are not covered in this Guide because of their complexity; however, if you believe that your organization's fundraising efforts are advanced enough to warrant their pursuit, you should speak with a lawyer and consider attending a fundraising seminar that deals specifically with Planned Gifts.

Bequests, on the other hand, can be fairly simple and effective for your organization, but only if you have developed a mature major donor base. A bequest is basically a gift that someone makes as part of their will. Surprisingly, 75% of people die without a will, and are therefore unable to direct how their assets are allocated after their death. By encouraging your major donors to include your organization in their will, you can provide benefits to both your non-profit and your donor.

The actual language of a bequest is fairly straightforward, and can be worded as follows:

"I give and bequeath to (name and address of your organization) the sum of \$ _____ (or property or another asset) to be used as the board of directors sees fit."

This statement can be either part of a new will or can be added as a "codicil" to an existing will.

As you will notice, the statement allows people to donate money or some other type of asset. When speaking to your donors about bequests, you should also evaluate what other forms of assets you are willing and able to accept as donations. For example, if a donor leaves you a car, do you have the knowledge or means to either convert that car to cash or use it for your programs? The same applies to buildings, land, stock or any other potential gift. It is therefore important to specify on the front end if you will accept cash bequests or bequests that may include non-cash components of a donor's estate.

A Note on Bequests...

If you do decide to pursue bequests from your donors, you should realize that you cannot "exert undue influence" on someone who may be either thinking about or currently creating a will. This is a legal guideline that basically means that, while you can encourage someone to include you in their will, you cannot be involved in the actual creation of the will. It speaks to the fact that a will is a legally binding document, and

also reiterates that Planned Giving can be complicated. Again, if you have reservations about bequests or other types of planned gifts, you should speak with an attorney.

Record Keeping

At this point in the Guide, you have learned various methods of introducing people to your organization and convincing them to give you money; however, you must realize that your ability to retain and upgrade donors is 100% dependent on whether or not you've taken the time to develop an adequate system to manage donor information. The Fundraising Mantra (Acquire, Renew and Upgrade) is not possible if you can't quickly recognize who your donors are, why they gave to you in the first place, and which donor category they are in. Although you may be motivated to hit the streets and begin putting this Guide to work, you must first step back and develop your record keeping system.

Buying a Database

The easiest and most effective way to create a donor database is to purchase one from a computer software company. These programs range in cost from a few hundred dollars up to tens of thousands of dollars, and have a varying array of features and customer support options. The keys to purchasing such a program are to first set a budget and then begin doing research. Most programs have a demo disk that will allow you to try out the various features of the software, and some offer extensive service options if you run into any technical problems. As you do your research, you should constantly try to balance what your organization can afford to spend with the features and support that you will need. Remember, if your staff is not computer savvy, they may need to have more training and service options than a more computer-literate staff.

Building Your Own Database

If you determine that you do not have the budget to purchase a database program, it is fairly easy to build an effective one on your own. This can be done by customizing a general database program, like Microsoft Access, or simply using a paper filing system. Again, try to gauge how comfortable your staff and board are with computers before you decide to go electronic.

Regardless of whether you choose a computer program or a filing system, each method should be centered around segmenting your donors into three categories: Base Level Donor, Middle Donor and Major Donor. The actual dollar amount that defines each level is totally dependent on how you choose to segment your donors (i.e. under \$100 is Base Donor, \$100-\$999 is \$1,000 and up is Major). All donors within these three tiers should be arranged in alphabetical order by last name.

For each donor, you should record the following information:

- Name
- Home/Business Addresses
- Home/Business Phone Numbers
- Gift History – This should include dates the gifts were given and received, how they were given (through the Acquisition Campaign, at a Special Event, etc.) and how much they were for.

- Correspondence Log – This should be a log of all contact that you’ve had with the donor, such as the dates thank-you notes were sent and the dates of personal solicitations.

For current and prospective Major Donors, you should also include:

- Reason for Giving – What they like about your program and why do they support your organization?
- Potential Gift Range – What is their giving capacity based on the gifts of other donors at similar income levels?
- Relationships with Board/Staff Members – Do they have a personal relationship with a board member that might result in a future solicitation opportunity?
- Involvement with Other Non-Profits – Do they serve on other non-profit boards or support similar organizations?

After creating this database, it will be up to your staff to regularly update it and make sure that the information is current. In order to move people up the Fundraising Ladder, you will need to regularly sift through the data on each donor to determine if they might be ready to be solicited for an upgrade.

As you are collecting this data, you should realize that it is extremely important to keep all donor information confidential. Since fundraising is ultimately based on trust, you will lose donors quickly if you divulge their information without consent.

Final Thoughts

This guide presents a comprehensive look at what it takes to effectively raise money to support a non-profit organization. In summary, fundraising success is contingent on the following factors:

1. *Your organization is ready to fundraise.*
You have developed a strong board of directors who know that your ability to raise money is dependent on their ability to give and solicit donations. You also have a competent and passionate staff in place to provide the necessary administrative support for all fundraising initiatives.
2. *You have adequately planned for the future.*
You have created a detailed Case Statement that outlines the current state of your non-profit and where you hope to be in the coming years. You routinely use this case to measure your progress and to hold the board and staff accountable for both successes and failures.
3. *You have diversified your funding sources.*
You recognize that dependence on one donor, foundation or special event to provide the majority of your fundraising income could be a recipe for disaster. You therefore combine a variety of funding sources to comprise your fundraising portfolio.
4. *You understand the importance of the “fundraising mantra.”*
You know that acquiring donors is only the first step, and must be followed by renewing their donations and upgrading them to higher levels in the future. This requires that you maintain a close relationship with all of your donors to make them feel involved with your organization and to increase their willingness to provide future support.

By no means does this imply that fundraising is easy. When done correctly, implementing the concepts presented in this guide may take years, and at a minimum will stretch your board and staff to work even harder to achieve financial stability. All of this work will be justified, however, as you learn that finding a new donor, running a successful special event, or being awarded a grant is the ultimate reward for a non-profit board or staff member.

We at the USGA hope that this guide enables you to tackle fundraising with the same passion and enthusiasm that empowers you to make golf and its life lessons affordable and accessible to all people. We wish you the best of luck on your journey toward fundraising success!

Acknowledgements

First and foremost, credit is due to Bob Sharp of The Robert B. Sharp Company of Colorado, Inc., whose fundraising course serves as the foundation for everything presented in this guide. If your organization is at any point looking for a fundraising consultant to help with capital campaigns or other fundraising initiatives, his name should be first on your list.

Additional information for the guide was obtained from Fundraising for Social Change by Kim Klein. This book is required reading for any non-profit board or staff member who is serious about fundraising, as it provides detailed analyses on everything from the history of fundraising to creating a fundraising plan to structuring a capital campaign. If you are looking to learn more about fundraising, this book is an essential addition to your library.

INTERNAL FACTOR EVALUATION MATRIX

CRITICAL SUCCESS FACTORS	Weight	Rating
Strengths:		
Course quality	.30	4
Golf course as prime revenue source	.16	2
No debt	.05	4
Available capacity	.02	2
Arts offerings	.10	4
Pro shop	.06	3
Restaurant	.01	3
Low cost of play	.15	4
Independence-managerial and financial	.05	4
Superintendent/Golf Professional	.10	4
TOTAL	1.00	

CRITICAL SUCCESS FACTORS	Weight	Rating
Weaknesses:		
Unsupported non-golf revenue	.05	2
Current management structure	.25	2
Lack of management direction going forward	.20	2
No long term financial plan/capital needs/low revenues	.25	1
Lack of awareness of non-golf offerings (arts/recreation)	.10	2
Arts/music-parking & building issues	.05	2
Use of technology-website/on-line reservation, etc.	.09	2
Poor non-golf amenities (basketball/tennis/trails)	.01	2
TOTAL	1.00	

Notes: 1. Weights must total 1.00.

2. Ratings: 4-Superior to competition
 3- Above average versus competition
 2- Average/below competition
 1- Poor versus competition

EXTERNAL FACTOR EVALUATION MATRIX

CRITICAL SUCCESS FACTORS	Weight	Rating
Opportunities:		
Corporate/outings/event golf	.10	3
Growing Danbury population that plays golf	.02	2
National/USGA level event	.02	3
Roger R. Master Plan	.30	4
Long range plan to create more non-golf revenues	.07	2
Driving range	.10	1
Easier reservation system (on line)	.24	1
Available capacity-room for more rounds	.15	2
TOTAL	1.00	

CRITICAL SUCCESS FACTORS	Weight	Rating
Threats:		
Competing golf courses	.80	2
No net increase in # of golfers-industry wide	.15	2
Weather risk	.05	2
TOTAL	1.00	

Notes: 1. Weights must total 1.00.

2. Ratings: 4-Superior to competition
 3- Above average versus competition
 2- Average/below competition
 1- Poor versus competition

**Richter Park Long Range Planning Committee
 Meeting of July 6, 2006**

SWOT Analysis exercise

The purpose of the SWOT analysis exercise is to more effectively identify and define how well an organization operates within its own competitive environment. The analysis will reveal those items that need improvement or increased focus in the future. SWOT analysis is essentially a basic planning tool.

The SWOT process is simple.

1. Identify the respective strengths, weaknesses, opportunities and threats within Richter Park's business. What are we good at, bad at, can be better at, need to watch out for?
2. For each identified item, assign a weight to the factor. Is it important?
3. For each item, assign a rating to indicate the item's strength versus competitors. Is someone doing better than us, or are we doing better than them?

STRENGTHS: Elements, factors, or characteristics that are internal to RPA that are considered to be positive.

WEAKNESSES: Elements, factors, or characteristics that are internal to RPA that are considered to be negative.

OPPORTUNITIES: Element, factors, or characteristics that are external to RPA that present a chance for greater success.

THREATS: Elements, factors, or characteristics that are external to RPA that pose a threat to RPA success.

INTERNAL FACTOR EVALUATION MATRIX

CRITICAL SUCCESS FACTORS	Weight	Rating
Strengths:		
Course quality	.30	4
Golf course as prime revenue source	.16	2
No debt	.05	4
Available capacity	.02	2
Arts offerings	.10	4
Pro shop	.06	3
Restaurant	.01	3
Low cost of play	.15	4
Independence-managerial and financial	.05	4
Superintendent/Golf Professional	.10	4
TOTAL	1.00	

CRITICAL SUCCESS FACTORS	Weight	Rating
Weaknesses:		
Unsupported non-golf revenue	.05	2
Current management structure	.25	2
Lack of management direction going forward	.20	2
No long term financial plan/capital needs/low revenues	.25	1
Lack of awareness of non-golf offerings (arts/recreation)	.10	2
Arts/music-parking & building issues	.05	2
Use of technology-website/on-line reservation, etc.	.09	2
Poor non-golf amenities (basketball/tennis/trails)	.01	2
TOTAL	1.00	

Notes: 1. Weights must total 1.00.

2. Ratings: 4-Superior to competition
 3- Above average versus competition
 2- Average/below competition
 1- Poor versus competition

EXTERNAL FACTOR EVALUATION MATRIX

CRITICAL SUCCESS FACTORS	Weight	Rating
Opportunities:		
Corporate/outings/event golf	.10	3
Growing Danbury population that plays golf	.02	2
National/USGA level event	.02	3
Roger R. Master Plan	.30	4
Long range plan to create more non-golf revenues	.07	2
Driving range	.10	1
Easier reservation system (on line)	.24	1
Available capacity-room for more rounds	.15	2
TOTAL	1.00	

CRITICAL SUCCESS FACTORS	Weight	Rating
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Competing golf courses	.80	2
No net increase in # of golfers-industry wide	.15	2
Weather risk	.05	2
TOTAL	1.00	

Notes: 1. Weights must total 1.00.

2. Ratings: 4-Superior to competition
 3- Above average versus competition
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ARTICLE II. STANLEY LASKER RICHTER MEMORIAL PARK AUTHORITY*

***Editor's note:** Art. II of Chapter 13A, §§ 13A-11–13A-15, is derived from Ord.No. 134, §§ 1–5, enacted August 6, 1968. This ordinance, nonamendatory of the Code, has been codified in the discretion of the editors.

Sec. 13A-11. Created; powers.

(a) *Created.* The common council of the City of Danbury (hereinafter referred to as "city") a municipality of the State of Connecticut, hereby creates a public body politic and corporate under the name and style of the Stanley Lasker Richter Memorial Park Authority (hereinafter referred to as "authority").

(b) *Powers.* Such authority shall have the following powers:

(1) To administer, operate and maintain said Stanley Lasker Richter Memorial Park and any adjacent land owned by the city which is made part of the park.

(2) To contract and be contracted with in order to administer, operate and maintain the said park.

(3) To make, amend and repeal bylaws, rules and regulations not inconsistent with general law to carry out its purposes;

(4) To construct and reconstruct park facilities as authorized by law only within said park;

(5) To fix and revise from time to time and to charge and collect fees, rents and other charges for the use of any project or facilities thereof on behalf of the city and in an amount sufficient to pay operating and maintenance expenses, the annual principal of and interest on bonds heretofore or hereafter issued by the city to finance the construction and reconstruction of park facilities within said park and the principal of and interest on any obligations the authority may incur;

(6) To pay over the net receipts semi-annually in January and July of each year (gross receipts less operation and maintenance expenses, a reserve for capital improvements not exceeding twenty-five per cent (25%) of gross receipts for the fiscal year, and authority debt service from the operation of the park), to the treasurer of the city to be placed in the general fund of the city;

(7) To make a periodic accounting of the financial transactions of the authority. The treasurer elected by the members of the commission shall be bonded in an amount determined pursuant to Section 7-404 of the General Statutes of Connecticut;

(8) To issue its bonds, notes or other obligations as authorized by Public Acts 1965 of the State of Connecticut, Act No. 460 as amended, to be paid solely from the revenues of the authority;

(9) To accept a loan or grant from the city or any other person, government or agency thereof, for the purposes of the authority.

(Ord. No 134, § 1, 8-6-68; Ord. No. 151, § 1, 11-10-70)

Sec. 13A-12. Articles of incorporation.

The articles of incorporation of the authority, as required by said act, are as follows:

(a) The name of the authority and the address of its principal office shall be:

NAME: "Stanley Lasker Richter Memorial Park Authority"

ADDRESS: City Hall, Danbury, Connecticut

(b) The authority is created under Public Act No. 460 of the State of Connecticut enacted by the General Assembly at its regular session held in 1965.

(c) The participating political subdivision is the City of Danbury, Connecticut.

(d) The authority is created for the sole purpose of administering the Stanley Lasker Richter Memorial Park with the power granted to such authority by the enacting ordinance of the City of Danbury.

(Ord. No. 134, § 3, 8-6-68)

Sec. 13A-13. Commission of authority--Appointment; membership; terms.

(a) The mayor of the city with the approval of a majority of the common council shall select and appoint the members of the commission of said authority, which shall consist of nine (9) members. Among the members so appointed shall be one member of the Stanley L. Richter Association for the Arts, Inc. One (1) of the appointees selected by the mayor shall be a person nominated by Irene Myers Richter, so long as she shall live, or upon her death, nominated by Ann Myers Williams, now or formerly of Westport, Connecticut. The terms of three (3) of the initial members of the commission shall be one (1) year, of another three (3) initial members, two (2) years, and of the last three (3) initial members, three (3) years. Upon expiration of the term of an initial member, all appointments will be made for a term of three (3) years.

(b) The mayor of the city with the approval of a majority of the common council shall select and appoint two (2) alternate members of the commission. Said alternates shall serve for a term of three (3) years.

(Ord. No. 134, § 2, 8-6-68; Ord. No. 294, 3-1-83; Ord. No. 326, 4-1-86; Ord. No. 625, 7-7-04)

Sec. 13A-14. Same--Compensation of members.

No members of such authority may receive any compensation for their services but they shall be entitled to reimbursement for the amount of actual expenses incurred by them in the performance of their duties.

(Ord. No. 134, § 4, 8-6-68)

Sec. 13A-15. Perpetual existence.

The said authority shall remain in existence perpetually unless sooner terminated by the

ARTICLE II. STANLEY LASKER RICHTER MEMORIAL PAR...

<http://library1.municode.com/mcc/DocView/10260/1/73/75>

city.

(Ord. No. 134, § 5, 8-6-68)

By-Laws

Of

Stanley Lasker Richter Memorial Park Authority

Preamble.

The Primary purpose of this authority is to construct, administer, operate, and maintain the Stanley Lasker Richter Memorial Park in the City of Danbury, County of Fairfield and State of Connecticut, in accordance with the ordinance passed by the Common Council and approved by the Mayor on August 6, 1968.

ARTICLE I.

Name.

The name of the authority shall be the Stanley Lasker Richter Memorial Park Authority.

ARTICLE II.

GENERAL RULES.

Section 1. The order of business at all meetings shall be as follows:

- a. Roll Call

- b. Reading and Approval of Minutes of the preceding meeting
- c. Officers Reports
- d. Committee Reports
- e. Old Business
- f. New Business
- g. Adjournment

Section 2. Roberts Rules of Order as Revised shall be the final authority as to parliamentary procedure insofar as they do not conflict with the City Charter, the ordinance creating the authority, and any other provisions of these By-Laws.

ARTICLE III.

Members.

Section 1. The authority shall consist of nine (9) members appointed by the mayor with the approval of the Common Council, except that one of the appointees selected by the Mayor shall be made from a list of three (3) persons selected Irene Meyers Richter, so long as she shall live, or upon her death, nominated by Ann Myers Williams, of Westport, Connecticut. Vacancies shall be filled accordingly.

Section 2. The terms of three (3) of the initial members of the authority shall be one (1) year; of another (3) initial members, two (2) years; and of the last three (3) initial members, three (3) years. Upon expiration of the term of three (3) years

Section 3. No compensation shall be paid members of the authority except reimbursement for actual expenses incurred by them in the performance of their duties.

Article IV.

Officers.

Section 1. The authority shall elect its officers annually during the first week of September by majority vote of the members of the authority present and voting.

Section 2. The officers shall consist of Chairman, Vice Chairman, Secretary and Treasure. Each officer shall have the duties customarily ascribed to the office.

Section 3. Vacancies shall be filled by majority vote of the members of the authority present and voting.

ARTICLE V.

Quorum.

Section 1. A quorum shall consist of five (5) members of the authority.

ARTICLE VI.

Meetings.

Section 1. The authority shall meet monthly on the third Tuesday of the month.

Section 2. Special meetings may be called by the Chairman, or by any three (3) members, upon three (3) days notice given by the Secretary at the request of said Chairman of three (3) members.

ARTICLE VII.

Committees.

Section 1. The Chairman shall appoint such committees as he deems advisable with the approval of the members of the authority.

Section 2. The composition of said committees may come from without the authority, however, at least one (1) member of such committees must be a member of the authority.

Section 3. The duties of said committees shall be prescribed by the authority.

ARTICLE VIII.

Amendments.

These By-Laws may be amended or replaced by a two-thirds (2/3) vote of the full membership of the authority at any meeting called for that purpose.

TO ALL PEOPLE TO WHOM THESE PRESENT SHALL COME, GREETING:

KNOW YE, That I, IRENE MYERS RICHTER, of 1040 Fifth Avenue, New York, New York, for the consideration of One Dollar (\$1.00) and other valuable considerations, received to my full satisfaction of THE CITY OF DANBURY, a Municipal Corporation, located in the County of Fairfield and State of Connecticut, do by these presents remise, release and forever Quit-Claim unto the said THE CITY OF DANBURY, its successors and assigns forever, all the right, title, interest, claim and demand whatsoever as I the said releasor have or ought to have in or to:

All those certain pieces or parcels of land, situated, lying and being in the City of Danbury, County of Fairfield and State of Connecticut, together with the buildings and improvements thereon, bounded and described as follows:

PARCEL ONE:

Beginning at a point on the Westerly line of Aunt Hack Road, said point being the Southeasterly corner of the herein described premises, which point is also the Northeasterly corner of land now or formerly of Gladys Howell; thence from said point of beginning running along said land now or formerly of said Gladys Howell N. 83° W. 262 feet, more or less, and N. 80' W. 1758 feet to stone bounds at the Southwesterly corner of the herein describe premises; thence running along land now or formerly of Albert J. Potter the following courses and distances: N. 21° E. 209 feet, more or less; N. 23° E. 100 feet, more or less; N. 32° E. 100 feet more or less; N. 36° E. 100 feet, more or less; N. 29° E. 100 feet more or less; N. 23° E. 100 feet, more or less; N. 14° E. 210 feet more or less, and N. 1° E. 376 feet to a point in the Old Road, which point is the Northwesterly corner of the herein described premises; thence along said Old Road the following courses and distances: N. 67° E. 100 feet, more or less; N. 62° E. 100 feet, more or less; N. 68° E. 315 feet, more or less; N. 67° E. 456 feet, more or less, and N. 64° E. 700 feet, more or less to a point in said Westerly line of said Aunt Hack Road, which point is the Northeasterly corner of the herein described premises; thence running along said Westerly line of said Aunt Hack Road the following courses and distances: S. 44° E. 35 feet, more or less; S. 5° 30' W. 459 feet, more or less; S. 5° W. 261 feet, more or less; S. 2° 30' W. 873 feet, more or less; S. 19° E. 264 feet, more or less; S. 16° E. 183 feet, more or less, and S. 28° E. 144 feet, more or less to the point of beginning.

Said parcel is more particularly shown and described on a certain map entitled, "Property of Irene Myers Richter, Danbury, Connecticut, Area 127.054 acres, Scale 1" = 100', certified substantially correct by C. D. Stillson, Surveyor, December 1936"

which map is on file in the office of the Town Clerk of the Town of Danbury as Map #601, and being the first parcel described in a deed from Edward J. Kelly, et als to Irene Myers Richter dated December 12, 1936 and recorded in Volume 199 at Page 325 of the Danbury Land Records.

The Herein above described parcel being the tract delineated as 63.910 acres on aforesaid map.

EXCEPTING THEREFROM HOWEVER, All that certain piece of parcel of land bounded and described as follows:

CITY OF DANBURY
OFFICE OF THE
CORPORATION
COUNSEL

Beginning at a point on the Westerly line of Aunt Hack Road, said point being the Southeasterly corner of this excepted parcel, which point is 334 feet, more or less Northerly as measured along said Westerly line of Aunt Hack Road from the Northeasterly corner of land now or formerly of aforesaid Gladys Howell (said Gladys Howell land now being known as Aunt Hack Ridge Estates); thence running along other land of Irene Myers Richter, being contained in the herein above described premises, the following courses and distances: S. 81° 30' 00" W. 200.46 feet to an iron pin in a stone wall; N. 9° 22' 20" W. 188.08 feet to an iron pin; N. 75° 38' 05" E. 179.76 feet to an iron pin in a stone wall at the Westerly line of aforesaid Aunt Hack Road, and thence running along the stone wall bounding the said Westerly line of aforesaid Aunt Hack Road S. 15° 16' 10" E. 207.88 feet to the point of beginning. Containing 0.862 acres.

Said excepted parcel being more particularly shown and described on a certain map entitled, "Map Showing a Portion of Property of Irene Myers Richter, Located on Aunt Hack Road, Town of Danbury, County of Fairfield, Connecticut, Scale 1" = 20', dated September 5, 1962", certified substantially correct by Donald T. Hambidge, R.L.S., of the office of Sydney A. Rapp, C.E. & L.S., which map is on file or is intended to be filed in the office of the Town Clerk of the Town of Danbury.

PARCEL TWO:

All that certain piece or parcel of land, situate, lying and being in said City of Danbury, County of Fairfield, State of Connecticut, bounded and described as follows:

Beginning at a point on the Easterly line of Aunt Hack Road, said point being the Northwesterly corner of the herein described premises, which point is also the Southwesterly corner of land now or formerly of Rosa Benedict; thence from said point of beginning running along land of said Rosa Benedict S. 84° E. 307 feet, more or less, and N. 75° 30' E. 97 feet, more or less, to the stone wall bounding land of the City of Danbury; thence running along said land of the City of Danbury the following courses and distances: S. 1° E. 609 feet, more or less; due South 316 feet, more or less; S. 1° E. 339 feet, more or less; S. 8° E. 412 feet, more or less, and S. 16° E. 442 feet, more or less, to land now or formerly of Gladys Howell; thence running along

said land now or formerly of Gladys Howell S. 76° 30' W. 415 feet, more or less, to a point which is the Southwesterly corner of the herein described premises; thence still along said land now or formerly of said Gladys Howell N. 6° W. 89 feet and N. 12° W. 64 feet to a bend in aforesaid Easterly line of said Aunt Hack Road; thence along aforesaid Easterly line of said Aunt Hack Road the following courses and distances: N. 3° 30' W. 191 feet; N. 28° W. 144 feet; N. 16° W. 183 feet, more or less; N. 19° W. 264 feet, more or less; N. 2° 30' E. 873 feet, more or less, and N. 5° 30' E. 440 feet, more or less to the point of beginning. Containing 21.45 acres, more or less.

Said premises being the Second Parcel described in the deed from Edward J. Kelly et als to Irene Myers Richter dated December 12, 1936 and recorded in Volume 199 at Page 325 of the Danbury Land Records.

Said premises are also shown on aforesaid map entitled "Property of Irene Myers Richter, Danbury, Connecticut, Area 127.054 acres, Scale 1" = 100', certified substantially correct by C. D. Stillson, Surveyor., December 1936", which map is on file in the office of the Town Clerk of the Town of Danbury as Map #601, and being on the opposite side of the Highway from Parcel #1.

Said premises are conveyed together with a Reservation as contained in a certain deed from Irene Myers Richter to Harold R. Sorenson et ux, which deed is dated May 3, 1968 and recorded in the Danbury Land Records in Volume 460 at Page 396

Said premises are conveyed subject to and together with the following restrictions, terms and conditions:

1. The premises described herein shall be known as the STANLEY LASKER RICHTER MEMORIAL PARK, and shall be used, except as contained herein, solely and exclusively for recreational purposes only, without regard to race, color, creed or national origin.
 2. Nothing contained herein shall be construed so as to prevent a portion of the premises described herein from being used as, clubhouses, snack bars, bars and grills, restaurants or shops for the purchase of sports or athletic equipment, such uses, however, to be in conjunction with and appurtenant to bona fide recreational uses of the demised premises.
 3. Nothing contained herein shall be construed as preventing the governing authority as set forth herein, from making reasonable regulations for the use of the premises described herein and the recreational facilities constructed or to be constructed thereon.
 4. Within six months from the acceptance of this deed, the Legislative Body of the City of Danbury agrees to create the STANLEY LASKER RICHTER MEMORIAL PARK AUTHORITY pursuant to the provisions of Sections 7-130a to 130r of the Connecticut General Statutes, (1958 Revision), the sole purpose of said authority being to administer the "STANLEY LASKER RICHTER MEMORIAL PARK", so-called.
 5. Said authority shall have all of the powers permitted by law and shall consist of not less than 5 members, nor more than 9 members, each of whom shall be appointed by the Mayor of the City of Danbury pursuant to the provisions of Section 37 of the Charter of the City of Danbury, except that one of the appointees selected by the Mayor shall be a person nominated by IRENE MYERS RICHTER, so long as she shall live, or upon her death, nominated by ANN MYERS WILLIAMS, of Westport, Connecticut. Failure of either IRENE MYERS RICHTER or ANN MYERS WILLIAMS to nominate a person for appointment as a member of the Authority within 30 days of official notification by Registered Mail, return receipt requested, that a nominee is necessary, shall forever lapse the right of either IRENE MYERS RICHTER or ANN MYERS WILLIAMS to so nominate a person for appointment as a member of the Authority.
- The terms of the respective members of said Authority shall be determined by the Common Council of the City of Danbury.
6. In the event that the premises described herein are not put into operational recreational use within five (5) years from the date of the acceptance of this deed, this conveyance shall be null and void and of no effect and title to the demised premises shall vest immediately in the NATURE CONSERVANCY, a Corporation located in the District of Columbia for non-profit educational and scientific purposes.
 7. If for any reason the grantor, her heirs, executors, administrators and assigns, continues to have or hereafter acquires any right, title or interest in and to the premises herein conveyed to the City of Danbury, whether by way of reversion or otherwise, the said grantor gives, grants, bargains, sells and confirms all such right, title or interest to NATURE CONSERVANCY, a Corporation located in the District of Columbia for non-profit educational and scientific purposes.

TO HAVE AND TO HOLD the premises, with all the appurtenances, unto the said Releasee, its successors and assigns forever, so that neither I the Releasor nor my heirs nor any other person under me or them shall hereafter have any claim, right or title in or to the premises or any part thereof, but therefrom I and they are by these presents, forever barred and excluded.

IN WITNESS WHEREOF, I have hereunto set my hand and seal this 3rd day of May in the year of Our Lord nineteen hundred and sixty-eight.

"No Conveyance Tax collected"
Margaret M. Jackson
Town Clerk of Danbury

Signed, sealed and delivered in the presence of:

Marie Cateiller
Marie Cateiller
Irene Myers Richter
Irene Myers Richter

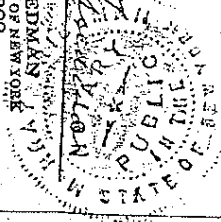
Murray Friedman
Murray Friedman
STATE OF *New York*
COUNTY OF *New York* 55 New York *May 3* A.D. 1968

Personally appeared, IRENE MYERS RICHTER, signer and sealer of the foregoing instrument, and acknowledged the same to be her free act and deed, before me.

Received for record May 8, 1968 at 12:11 P.M.
Attest: *Margaret M. Jackson*

Town Clerk

Murray Friedman
MURRAY FRIEDMAN
NOTARY PUBLIC, STATE OF NEW YORK
No. 41-527900
County of Orange
Commission expires March 30, 1969





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APRIL 17, 2006

BRANDING

By Edwin Colyer

Branding in Public: Waste of Money?

Does branding deliver real information or is it a needless expense? The public sector should stick with simple brands and stronger sub-brands

Whether it's vibrant colors, a catchy slogan, or an informative and navigable website, public sector bodies are looking like they mean business. No longer are they the aloof and ponderous bureaucratic behemoths that control our lives. They appear to be open, approachable, and wanting to build relationships with us, the citizens.

Yes, governments and public services are getting up to speed with branding. They have seen that it works for business. They understand that their clientele—citizens—live in a branded world. It would be strange if governments didn't move with the times. Ignoring branding would be like rejecting the Internet, mobile phones, and globalization.

Or would it? While public bodies have a mandate to work on behalf of "the people," they have to be responsible with their finances too, demonstrating prudence with the public purse. So can investments in branding programs be justified, or is the public sector merely following a marketing fad? Indeed, is branding even appropriate for public services?

"I think good branding is good marketing and communications. And I think that what you need out of the public sector is good communication," asserts Andrew Prince, director of publications in the UK government's Central Office of Information (COI). "Government advertising and marketing competes for people's time like every other piece of marketing out there. Branding is necessary; otherwise we would be wasting public money.

"Branding is a shortcut to people's understanding," Prince explains. "You don't have to start from scratch with a concept or idea. In government, it is important that communications get through to people and brands are a part of that. Governments have realized the need to focus communications and marketing efforts in terms of consistency of message. They are looking at the private sector and the notion of branding to help them out.

"We undertake branding work in exactly the same way as you would in big business; it is the output at the end that is different," Prince continues. "Commercial branding is about getting people to act or buy into things. Ours is to get them to buy into a change in behavior, for example by stopping smoking, or not drinking and driving. Apart from that everything else is the same."

According to Prince, branding in government is not entirely new—he harks back to the Green Cross Code Man of the 1970s, a sort of traffic superhero who taught children proper road safety in the UK—but its understanding of it has become more sophisticated, just as it has in business. "Five years ago the creative team in the COI would do the branding work for our departmental clients. Now we have two brand specialists. In government there are strong intelligent communications people working. They understand what a brand is and how branding works. They are comparable to brand managers in the private sector."

The main driver for this growing acceptance of branding isn't because it offers competitive advantages, at least not in its traditional business sense. "You have to discard the private sector rationale for branding. It is not trying to do the same thing. This is not about competition or selling more products or services to the consumer," says Josef Jurkovic, a partner and director of the Centre for Excellence in Communications in Ottawa, Canada. "The context is the overall communications environment today. More groups compete for anyone's attention. Today you are faced with as many as 4,000 marketing messages per day; 15 to 20 years ago it was less than half that amount. The competition is for attention and retention of any kind of message."

"There's a realization that doing things the old way doesn't work anymore," agrees Prince. "Everyone and anyone out there is communicating. Branding is interesting as it can get attention, cuts through the clutter and [allows groups to] develop relationships with audiences."

But while much emphasis has been placed on branding, all but a few projects (especially in North America, observes Jurkovic) fall flat—much to the disgust of the taxpaying public. "For governments it is a more complex and difficult issue to brand than the private sector," Jurkovic states. "The main difference is the degree of control the public sector has over branding. In government, branding is made harder because of complex reporting structures, bureaucracy and decision-making. You need 360-degree alignment of all activities, and it is hard for a large organization to exercise this control.

"There's a whole educational process required before you can even start contemplating branding as such," Jurkovic continues. "They need to

understand 360 alignment. You then need complete senior management commitment (and that means people like deputy ministers need to be driving the branding effort). You need a strong policing and monitoring effort so it is properly implemented, and you may need to create an infrastructure to administer the brand." Given these major challenges, Jurkovic recommends caution, seeing a big difference between branded information campaigns and branding programs for entire departments, agencies and the like. "The more targeted the audience of a brand, the more chance it has of working. Departments and ministries should stick to simple, basic brands that act as umbrellas for more much stronger sub-brands. Public sector branding is about strong sub-brands. You focus your branding where you have defined audiences.

"We often advise clients to rethink their branding," Jurkovic concludes. "Is it something they really want to do or is a solid communications effort what is really needed? Sometimes the effort and expense needed to brand—for it only to be changed after a few years—is simply not worth it."

Edwin Colyer is a science and technology writer based in Manchester, UK.

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