

Findings (Continued)

- Potential to be Real Estate “Building” bound - mission, branding
 - Wide variance in understanding of the BxRA’s current mission, branding and programs
 - Target audience defined, or not?
 - Concern that focus on obligations of facility will eclipse BxRA’s mission
- Governance and \$'s
 - Hybrid relationship, yet needs the ability to be self-sustaining
 - Board composition inconsistent with By-laws
 - Potential conflicting objectives of Board members as to fundraising
 - Need to increase funding, including FF&E budget

Recommendations - \$'s beginning with Governance

Increased dollars will be needed to fund the new focus on the mission and branding, as well as the building. The first step in raising dollars requires engaging with the Board in new ways. For BxRA, this step needs customization from regular non-profit Board practices because of the quasi-city/non-profit structure and any city requirements.

As noted in findings, the Board is not in sync with the current By-Laws. This alone is a reason to re-visit the governance. At the same time it is an opportunity to re-orient Board towards fundraising objectives and actions. If the desire is to operate within the current By-Laws, there is a need to reach out to Education, Greenway and Outreach and have them provide appointees. This may mean you need to find who on their teams have an interest in BxRA and suggest that they be appointed.

Regardless, you still have open positions on the Board that can be filled on a strategic basis. To do so, you should prepare a profile of the desired Board member(s), including the requirement to “give or get “x” dollars, as well as other specific skills you want to enhance on the Board, e.g., facility management, water quality expertise, etc. Then, circulating this information amongst the City, the current Board and others in the community. Essentially, it is the same as recruiting, interviewing, appointing and onboarding staff.