

▼ President & CEO Responsibilities

• **General Qualifications**

The position of President and CEO (the “President”) of the Inner Arbor Trust (the “Trust”) calls for an individual with a wide range of skills, woven into a mind with discerning experience, all in the context of a determined personality. The position defines the phrase as “leading by doing,” as the small scale of the organization, especially relative to the high profile and breadth of the organization’s responsibilities, demands both keen judgement and sustained action. The role extends from critical administrative “minutia” and ongoing organizational protocols; to onsite physical matters of Park conditions and operations; to funding of operations and especially future capital improvements completing the approved Park plan; to the design and development of those improvements.

▼ **Administration**

As a private, not-for-profit, and community spawned entity with high profile responsibilities within Howard County, Maryland, the responsible administration of the Trust is an existential imperative to the organization’s success.

▼ **Financial Reporting & Compliance**

The President leads and works with the Board, Treasurer, Bookkeeper, General Counsel, Bank and Auditors on all financial matters.

▼ **Budgeting**

The President is responsible to prepare, present for approval, and update the Trust’s budgets.

- Trust Operations
- Development Budgeting

▼ **Banking Relationship**

President is responsible to establish and maintain banking relationships that meet the evolving needs of the Trust.

- Establish and maintain a banking relationship
- Set up or close accounts, as necessary and appropriate, from time to time
- Establish and maintain the two signature protocol
- Keep current the set of dual signatory, signature cards
- Negotiate a Credit Facility

▼ **Cash Management**

The President is responsible for authorizing all payments (with dual check signatures protocol with another Trust Officer, usually the Treasurer) and bank deposits.

- Hire a bookkeeping contractor, preferably with not-for-profit experience
- Oversee Bookkeeping (with Treasurer)
- Authorize Payables
- Invoice Receivables
- Authorize & Sign all checks and expenditures (with Treasurer, General Counsel or other Officer)
- Authorize and/or Execute & Report all inter-account transfers
- Monitor and report account balances
- Review monthly bank account statements

▼ **Financial Statements, Audit & Tax Reporting**

Timely, audited financial statements and tax reporting (both Federal and Maryland) are key to both third party funding and the organization's tax exempt status. The President is organizationally and legally responsible to provide and warrant the information for the audit and the tax reporting.

- Oversee preparation of Quarterly Financial Statements
- Engage auditor
- Prepare files for auditor
- Organize Treasurer & Bookkeeper to prepare Trial Balance
- Meet with Auditor
- Answer Auditor questions
- Attest to Auditor

▼ Federal IRS Reporting

- Annual 990 Tax Return (due July 15th, unless an extension is filled)
- 501(c)(3) status Look-Back (January, 2019)

▼ State of Maryland Reporting

- Charitable Solicitation Return (due October 31st)

- File Personal Property Return (due June 15th, if extension requested)
- Sales & Use Tax Exemption Certification (expires September, 2017)
- Work with Board appointed compensation Committee and/or consultant, as may be needed from time to time.

▼ **Provide and/or Secure Operational Infrastructure**

The Trust has not needed an office during its first three years of its life, as all operational infrastructure has been provided by Strategic Leisure. The President must secure or directly provide the Facility, Equipment & Supplies, and Services necessary for the Trust's operations listed below. Strategic Leisure has provide the following:

▼ **Facility**

- Office Space

▼ **Equipment & Supplies**

- Office Furnishings and Storage (physical files)
- Telephones & Voicemail
- Smart Phones
- Laptops
- Desktop Computer
- Copier
- Paper
- Scanner
- Printers
- Easels
- Video Projector
- Telephones
- Fax Machine
- Other Office Supplies

▼ **Services**

- Telephone & Fax Numbers

- Letter Postage
- ▼ Computer Backup
 - Local Backup (Time Machine, or other)
 - Cloud Backup (CrashPlan Pro)
 - File Sharing & Backup (Dropbox Business)
- ▼ Internet
 - Bandwidth (FIOS or other)
 - Mobile Service (ATT or other)
 - Web Domains (Network Solutions, reimbursed by Trust)
 - Web Hosting (Squarespace, reimbursed by Trust)
- ▼ Communications Services
 - Email addresses (Google for Business, reimbursed by Trust)
 - Email Service (Mail Chimp)
 - Event Ticketing (Eventbrite)
- ▼ Social Media
 - Twitter account (<https://twitter.com/InARTrust/>)
 - Facebook account (<https://www.facebook.com/inARTrust/>)
- ▼ Not-For-Profit
 - Beneivity (donor site)
 - Foundation Center (grants database, reimbursed by Trust)
- ▼ **Legal & Insurance**

The Trust has entered into an array of agreements with public sector, private sector and not-for-profit entities, which act as the foundation of the Trust's rights, obligations and very existence. The President must have a working knowledge of these agreements, and be conversant in the fundamental legal language of business and real estate law, from Indemnification to Reciprocal Easements to Intellectual Property.
- ▼ **Manage Rights & Responsibilities under all Contracts, such as:**
 - Easement with Columbia Association

- Operating Agreement with IMA
- Reciprocal Easement Agreement with Howard Hughes Corporation
- Grant Agreement with Howard County
- Site Development Plan with Howard County
- Use Agreement with Howard County
- Credit Facility Agreement with Howard Bank

▼ **Negotiate & Execute New Agreements**

▼ Licenses

- Wine In The Woods
- Columbia Festival of the Arts
- Downtown Columbia Partnership
- Others

▼ Potential New Agreements

- Columbia Festival of the Arts
- Howard County General Hospital
- Others

▼ **Engage and Manage Legal resources**

- Trust General Counsel

▼ Outside Counsel (past counsel, in alphabetical order)

▼ Astrachan Gunst & Thomas

- Contact: James Astrachan
- Intellectual Property matters

▼ Carney, Kelehan, Bresler, Bennett & Scherr LLP

- Contact: Kevin Kelehan
- Initially engaged, and then replaced due to Mr. Kelehan's scheduling conflicts

▼ DLA Piper

- Contact: Eric Eisenberg

- Pre-Trust formation matters (Note: client was Columbia Association)
- ▼ Davis, Agnor, Rapaport & Skalny
 - Contact: Jeff Agnor & Scott Osborn
 - Construction contracts
- ▼ Gallagher Evelius
 - Contact: Mark Keener
 - Pre-Trust formation matters
- ▼ Kelliher & Salzer
 - Contact: Dan Kelliher
 - Perpetual Easement with Columbia Association
 - Operating Agreement with It's My Amphitheatre, Inc.
 - Reciprocal Easement Agreement, with Howard Hughes Corporation
 - Morton P. Fisher (retired, Pre-Trust formation easement matter)
- ▼ Smith Currie & Hancock
 - Contact: Steve Reams
 - A&E contracts
- ▼ Talkin & Oh
 - Contact: Sang Oh
 - Planning Board & land use representation
- ▼ Venable
 - Contact: Bob Waldman
 - First year corporate matters
- ▼ **Insurance**
 - ▼ Secure and maintain appropriate risk coverage
 - Directors & Officers (Hanover Insurance via Marsh & McLellan)
 - Workers Compensation Insurance (New York Marine via Robertson Taylor)
 - General Liability (New York Marine via Robertson Taylor)

- Builder's Risk (when under construction) (Travelers via Robertson Taylor)
- Property Insurance (when assets are online) (probably through Robertson Taylor)
- Procure third party & provide Trust Certificates of Insurance

▼ **Directors & Board Meetings**

The President is responsible to the Trust Board, to keeping the Board informed of critical circumstances and key decisions, and to recommend courses of action which are at all times in the best interest of the Trust.

▼ Bylaws

- Be well versed in, familiar with, and advise the Board on the Corporate Bylaws

▼ Annual Meetings

- Monitor Board Member Terms and prompt, timely Elections
- Secure and maintain Director Agreements
- Brief new incoming Board Members
- Annual Strategic Goals & Objectives

▼ Meeting Agendas

▼ Discern if there are any Executive Session agenda items

- i.e. items which pertain to existing or potential legal or personnel relationships
- Prioritize Issues
- Inventory Administrative Matters
- Set future meeting dates

▼ Provide briefing information

- Budgets, schedules, key documents
- Provide considered courses of action

▼ Minutes

- Review Minutes with Secretary and/or General Counsel
- Provide Draft Minutes to Board for Approval

- Post approved Minutes to Website

▼ **Marketing & Public Relations**

The President is the “Face of The Trust,” and leads all external relationships and messaging.

▼ Relationship Manager

▼ Columbia Association

- Board
- Executive Team
- Managers

▼ Howard County Government

▼ Administration

▼ Executive Team

- County Executive
- County Chief of Staff
- County Deputy Chief of Staff
- County Administrator
- County Office of Law
- County Director of Finance

▼ County Council

- Calvin Ball, Chair
- Greg Fox
- Mary Kay Sigaty
- Jen Terrasa
- Jon Weinstein

▼ Departments

- Department of Planning & Zoning
- Department of Inspections, Licenses and Permits
- Recreation & Parks

- ▼ Citizen Boards
 - Design Advisory Panel (when planning a development)
 - Planning Board (when planning a development)
- ▼ Merriweather-Symphony Woods Neighborhood
 - Howard Hughes Corporation
 - Downtown Columbia Arts and Culture Commission
 - It's My Amphitheater, Inc.
- ▼ Press Relationships
 - Represent the Trust with the Press
- ▼ Establish and maintain Press relations
 - Baltimore Sun
 - Washington Post
 - Columbia Flyer / Howard County Times
 - Howard County Business Monthly
- ▼ Blogger Relations
 - Represent the Trust with the Press
- ▼ Establish and maintain Blogger relations
 - Civility and Truth (Frank Hecker)
 - Village Green/Town² (Julia McCready)
 - The 53 (Bill Woodcock)
 - Hometown Columbia (Jessie Newburn)
- ▼ Community Ambassador
 - ▼ Key Relationships
 - Columbia Archives
 - Columbia Center for Theatrical Arts
 - Columbia Festival for the Arts
 - Community Foundation of Howard County

- Howard County Arts Council
- Howard Chamber of Commerce
- Howard Community College
- Howard County Public School System
- Howard County Library System
- Howard County Tourism & Promotion
- Howard County Economic Development Authority
- Leadership Howard County
- ManneqArt
- Seasons 52 (restaurant)
- Tobys
- Others
- ▼ Community Presentations
 - Columbia Village Boards
 - Real Estate Companies
 - Rotary Groups
 - Others
- Establish and Maintain Advocacy Group & Volunteers
- Organize and staff Park booth at Wine In The Woods and other events
- ▼ Public Communications
 - Webmaster writing, design and production
 - Brochure & Flyers writing, design and production
- ▼ Email
 - List management
 - Blast communications
- ▼ Social Media
 - Author or Monitor voice of the Trust/Park

- Twitter
- Facebook
- ▼ Special Events (e.g Math of Architecture)
 - Strategize
 - Organize
 - Secure Co-sponsors
 - Promote
 - Produce
 - Host
- ▼ Post event marketing
 - Emails
 - Web
 - Social Media

▼ **Park Operations**

Stewardship of the Park and its use is fundamental to the Trust's responsibilities to the Columbia Association landowner and the community.

▼ **Manage Park Condition**

The President is responsible to monitor the Park's physical condition.

- Tree conditions around the Chrysalis
- Block the public's circulation next to Chrysalis legs during winter, i.e. snow, months

▼ **Manage Park Use**

The President is responsible to ensure the Park's upkeep and to both facilitate and monitor the organized use of the Park.

- Monitor Master Calendar weekly and coordinate IMA and others on potential conflicts

▼ **Manage Third Party Responsibilities**

- Columbia Association (via Easement)
- ▼ It's My Amphitheater, Inc. (via Operating Agreement)

- IMA's Use Rights
- Deploy Service Agreement funds (+\$100,000/year) to IMA's work in the Park
- Howard County (via Use Agreement)
- ▼ Others (via License Agreement)
 - Secure Payments and Certificates of Insurance
 - ▼ Other Typical or Potential Park Licensees
 - Columbia Festival of the Arts
 - Howard County General Hospital
 - Columbia Orchestra
- ▼ Park Inspections
 - Pre & post each major events
 - After major storms

▼ **Fundraising**

Funds are the lifeblood of the Trust's responsibility for Development of the Art & Culture Park and longterm stewardship of the land. Within the context of limited executive and Board time, it is critical for the President to prioritize efforts from the list below.

▼ **Corporate Sponsorship**

The President is responsible to lead, frame, sell and close corporate sponsorships that leverage the high design and appeal of the Park improvements, such as the Chrysalis.

▼ Identify sponsorship opportunities

▼ Branding

- Confirm Marquee design and fabrication & installation cost
- Activation
- Value Sponsorship
- Identify Corporate Prospects
- Prepare Sales Presentation
- Make Presentations

- Negotiate Sponsorship Agreement
- Implement Sponsorship
- Relationship Maintenance

▼ **Community Campaign**

The President is responsible to lead, frame, market and sell community contributions that leverage the high design and appeal of the Park improvements, such as the Chrysalis.

▼ Board & Community Fundraising

- **+\$13,000** to date

▼ Identify Community Participation Strategy

- Names etched into Ipe wood tiles

▼ Economics

- Confirm cost
- Prepare and soft-test Pricing Plan

▼ Marketing

- Message

▼ Plan

- Make Community Presentations
- Bloggers
- Press
- Invitation Only Chrysalis Hardhat Tours
- Establish eCommerce Web-sales

- Fulfilment

▼ Photo Op Event

- Family with tile
- Chrysalis Team
- Pay-to-play Photography

▼ **Columbia Association**

The President is responsible to lead, frame, promote and close grants from the organization that gave birth to the Trust, and that owns the land for which the Trust is responsible.

- **\$1.6 Million secured to date**

▼ **Howard County**

The President is responsible to lead, frame, promote and close grants from the County, which provided the funds for the Chrysalis, and has a long record of investing in both the parks and the arts.

▼ **\$6.395 Million secured to date**

- **\$3.5** offered by County Executive (Democrat Ken Ulman)
- **\$2.895 Million** secured by Trust from County Executive (Republican Allan Kittleman)

▼ **Park Use**

The President is responsible to lead, frame, promote and close fees for Park use relationships.

▼ **IMA Operating Agreement**

- **\$1.7 Million** minimum value over 10 years

▼ **\$2 Million** from State of Maryland, through MPP, for:

- Public Toilets
- Paths
- Handicapped Parking

▼ **\$60,000** from Howard Hughes Corporation

- Path connecting ADA Parking to Chrysalis

▼ **Howard County General Hospital “Symphony of Lights”**

- Potential yet to be defined

▼ **Philanthropic Grants**

The President is responsible for identifying grants that fit, both thematically and financially, with the Park’s development program, and applying for grants when and where appropriate.

- NEA

- ArtPlace America
- Private Foundations

▼ **Development**

Beyond the general stewardship of the Park land, the prime mission of the Trust is the Development of an Art & Culture Park in keeping with the 2010 Downtown Columbia Plan, and consistent with the approved plan contained and recorded in Site Development Plan SDP 14-073.

▼ **Park Strategic & Consumer Research**

The President needs a working knowledge of the Park Strategy and the secondary and primary, qualitative and quantitative Consumer Research that underlies the strategy.

- Market Segmentation
- Comparables & Competition
- Consumer Appeal

▼ **Projected Consumer Behavior**

- Per Caps: Per Capita spending
- Visitor Units (couples, families, extended families)
- Peak In Park Analysis
- Demand & Capacity Analysis
- ALOS: Average Length of Stay
- Projected Operational Pro Forma

▼ **Understanding of Howard County Development Process**

The President is responsible to lead the review and approval process for any refinements to, or revisions, of the approved Site Development Plan for the Park, and the building permits.

- 16 Step Approval Process + Building Permit Process

▼ **Final Development Plan (FDP)**

- Preliminary land-use plan
- Specific Design Guidelines
- Administrative Approval with Department of Planning & Zoning

- Approval required in Planning Board Public Hearing
- FDP Recorded in Howard County Land Records
- ▼ Site Development Plan (SDP)
 - Site Plan & Design Development Architecture
 - Administrative Approval with Department of Planning & Zoning
 - Approval in Planning Board Public Meeting
- ▼ SDP 14-073 Recorded in Howard County Land Records
 - ▼ Mandates construction techniques and standards, as well as what is to be built
 - Tree Protection
 - Stormwater Management
 - SDP 14-073 Redline administrative approval by Department of Planning & Zoning (DPZ)
 - SDP 14-073 Redline legal approval by Planning Board Approval
- ▼ Permits by Department of Inspections, Licenses and Permits (DILP)
 - Grading Permit
 - Foundation Permit (e.g. empty embedded electrical conduit)
 - Public Utilities Permit
 - Building Permit
- ▼ **Pre-Development**

The President is responsible to lead the team and manage the pre-development process in preparation for construction.

 - ▼ Park Phase Design Completion
 - Engage appropriate A&E and specialty consultant resources to finish and refine design intent
 - Lead and manage completion of A&E design
 - Select and manage estimator for specific Development Phase
 - Prepare or have prepared Development Schedule
 - ▼ Contractor or Construction Manager

- Prepare bid package and distribute to qualified list
- Short list of candidates
- Proposals review and selection
- Contract negotiation
- Contract documentation
- Notice To Proceed

▼ **Construction**

The President is responsible to lead the team and oversee all construction.

- Design Decisions
- ▼ Owner's Representation
 - Change Orders
 - Contingency Allocation
 - Site Inspections