

Explore Washington Park **BOARD PACKET**

OCTOBER 3, 2024

12:00 - 2:00 p.m.

Mt. Hood Room. World Forestry Center



Explore 
WASHINGTON PARK

AGENDA

AGENDA ITEM	ACTION	LEAD
Welcome		Heidi Rhan
Board Votes Board Agreement Sign budget Consent Agenda: June / July Financials, July Minutes	Vote	Heidi Rahn
Setting the stage Washington Park Purpose and Principles Washington Park Strategic Operations Plan	Info	Heather McCarey
Funding Model Study Report from subcommittee	Info	Anna Goldrich
Transportation Access Plan: Summary of feedback from small groups Hybrid scenario model and recommendation DRAFT Strategies	Info / Feedback	Brie Becker Nelson Nygaard
Adjourn		Heidi Rahn

NOTE

To access the Mt. Hood Room, go to the front doors of the World Forestry Center Discovery Museum (located directly across the MAX station).

Staff will be on-hand to direct you to the correct location.

We will have sandwiches, fruit salad, sodas and water.

Attachments

- 1 Board Agreement
- 2 Consent Agenda Items
 - July Minutes
 - June / July Financials
- 3 Funding Study Committee Report
- 4 Transportation Access Plan: [DRAFT STRATEGIES](#)
- 5 Programs Report

Next Board Meeting

November 14, 2-4 pm
Location: TBD

Board Agreement



BOARD MEMBER AGREEMENT

This agreement is intended to acknowledge the shared responsibilities, commitment and conduct expected of all members of the Board of Directors of Explore Washington Park (EWP). This document is not meant to be a formal contract but rather a set of expectations set forth for all existing and future board members.

The Purpose of the Organization

The purpose of Explore Washington Park is to provide access and visitor services to Washington Park in Portland, Oregon and to ensure the long-term success of Washington Park and its venues. EWP is guided by the Park's purpose and principles.

Washington Park Purpose

To connect people with the culture, diversity and wonder of nature.

Washington Park Principles

- We are caretakers of the natural world.
- We eliminate barriers that exclude.
- We are stewards of exploration.
- We embody the nature of Portland.
- We are One Park – a community of destinations.

The role of the board

Board members have both the opportunity and the obligation to appoint and evaluate the Executive Director, help establish strategic direction, set board policy, and steward assets, all in support of the organization's purpose. Board members work collaboratively with each other to accomplish these tasks and to address any concerns with the organization or Executive Director.

The role of management

The Executive Director is responsible for devising short- and medium-term objectives in pursuit of EWP's purpose, and for managing the organization's resources to meet those objectives.

Fiscal oversight

Board members are responsible for the fiscal oversight of EWP and will review the organization's financial documents on a regular basis.

Active participation in board meetings

Board members will work diligently to understand the organization's purpose, goals, programs and funding, attend regularly scheduled board meetings, and be available for consultation by phone and e-mail. If a board member misses three consecutive board meetings without proper

notice or is otherwise unable to fulfill their obligations as a board member, they may be asked to resign or take a leave of absence.

Positively represent the organization

Board members are *de facto* ambassadors for the organization, and should strive to represent EWP in the best possible ways. Board members should take the time to communicate the goals and objectives of EWP in other community forums, as appropriate, as a means to broaden awareness of the work of the organization and to identify possible partnerships and common opportunities. Board members do not serve as an official spokesperson for the organization unless given authority from the board or the Executive Director.

Support the staff

The Executive Director is solely responsible for managing and evaluating staff members. Board members should not direct the actions of staff members unless appropriately authorized to do so by the Executive Director. The Executive Director will provide regular updates to the Board as to the welfare and activities of the staff.

Uphold confidentiality and Bylaws

Board members should not divulge board-level discussions to outsiders unless the Board has adopted a different policy for a specific instance or issue. Board members understand the organization's bylaws, and agree to operate in conformity with them.

Conflict of Interest

Board members will observe EWP's conflict-of-interest policy in letter and spirit, taking care to disclose publicly any conflicts that arise in the course of their business or EWPs. Board members will recuse themselves from decisions that create or appear to create a conflict of interest.

EWP's Commitment to its Board Members:

EWP makes the following commitment to its board members:

- EWP will provide the Board opportunity for meaningful and rewarding service to the Park and our community.
- EWP will provide the Board with the timely information needed to be an effective board member.
- EWP will be diligent in making the best possible use of the assets, whether those be assets of time, staff, wisdom, experience, or relationships.
- EWP will schedule meetings in advance, and we will start and end meetings on time, unless a majority of those present at the time elect otherwise.
- EWP will make every effort to keep meetings brief, relevant, interesting and impactful.
- EWP will respond to the best of our ability to Board questions and concerns.
- EWP will encourage Board feedback and guidance.

- EWP will provide a Board Manual, updated as needed, that contains important and useful information related to my service as a board member.
 - This manual can be found on line at: <https://explorewashingtonpark.org/board/>
 - Password is EWPBoard
- EWP will provide regular financial reports with ample time to review.
- The Executive Director will offer Board members to discuss the organization's programs, goals, activities, and status.

Directors & Officers Liability Insurance

EWP currently maintains and annually reviews directors and officers (D&O) liability insurance for its Board Members and officers. Please see the Executive Director for more information about coverage, etc.

Conflict of Interest Disclosure & Acknowledgement Statement:

Board members are required to sign and submit the board’s current Conflict of Interest & Acknowledgement form annually and update the board of any potential conflicts that may arise.

Commitment

By signing this document, I am acknowledging that board service implies a three-way commitment from board members individually, board members collectively and the organization as a whole. Even though this commitment letter is non-binding in a legal sense, I understand that the organization will rely on the collective commitments of its board members for the betterment of Washington Park and its visitors.

Signed: _____ Date: _____
[Board Member]

Consent Agenda



Consent Agenda

All items in the consent agenda can be found in [THIS](#) folder.

FINANCIALS

June 2024 [Financials](#)

July 2024 [Financials](#)

MINUTES

July 2024 Meeting [Minutes](#)

Recap - Washington Park Strategic Operations Plan

Explore 
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Washington Park

Park Purpose:

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Washington Park Strategic Operations Plan

The Washington Park Strategic Operations plan identified plans for EWP to develop. EWP has completed the following: Brand-Identity system, Park-wide Marketing Plan, Park-wide DEI plan, Wayfinding Plan.

The Transportation Access Plan and Funding Model Study fall under the WPSOP and are currently being completed.

 Identity Build a system to support a clear mental model of the Park		 Marketing & Communications Increase awareness, visits and stewardship of One Park		 Access & Circulation Make it easy to enter and explore the Park		 Visitor Services Provide tools and services for park-wide visitor experiences		 Internal Organization Adapt internal systems to support growth and funding	
New Park name	Brand-identity System	Park-wide Marketing Plan	Park-wide DEI Plan	Wayfinding Plan	Transportation and Access Plan	Visitor center(s)	Enhanced Maintenance & Amenity Plan	Funding Model Study	Internal Culture
Request for PP&R to lead a discussion about a Park renaming process and what it entails in terms of:	Build a graphic identity and naming system to support One Park mental model and celebrate the community of destinations	Streamline a park-wide marketing plan and calendar	Develop a plan to build relationships and partnerships to include and empower the BIPOC community	Wayfinding Audit	Study of offsite parking options and viability to inform Park projections on (1) parking (2) mode-split and (3) attendance	Test a kiosk at Stearns Canyon entrance as a continuation of the EWP visitor service program with a focus on providing:	Develop quality standards for the park along with a maintenance plan to ensure ongoing progress and upkeep.	Identify a sustainable funding model to meet current and future needs of the Park. Specifically address funding diversification and plans for:	Clearly define responsibilities project priorities PP&R, EWP Board (recommend an annual t
<ul style="list-style-type: none"> Timing Public Engagement Decision Making EWP Board's role 	<ul style="list-style-type: none"> Park logomark Naming and visual lock-up with the Park and Institutions Park Voice Brand application (website, social media, merchandise, etc.) 	<ul style="list-style-type: none"> Develop park-wide and cross-institutional offerings to increase first-time visits Develop a park-wide membership plan 	<ul style="list-style-type: none"> DEI plan to include local Indigenous group(s) to share Indigenous history and heritage of this land within the Park 	<ul style="list-style-type: none"> Visual Brand System and Communication Hierarchy (Park, Institutions, zones) Strategy and Proposed Toolkit (maps, sign types, digital tools, entrances and gateways) Preliminary Design and Prototype Testing Final Design and Implementation Plan 	<ul style="list-style-type: none"> Establish parking projections for the next 5-10 years including mode-split and attendance goals Prioritize the Master Plan phasing strategy project list (transportation projects with asterisks on pages 75 and 77 of Master Plan - SEE APPENDIX D) 	<ul style="list-style-type: none"> An overview of the Park Park Expertise Information on unique experiences and amenities 	<ul style="list-style-type: none"> Year-round restrooms Affordable food options Accessible trails and services Ivy control goals Enhanced water and rest areas Park-wide wifi 	<ul style="list-style-type: none"> Capital improvement projects proposed in the Master Plan Enhanced visitor services and infrastructure On-site and off-site parking solutions 	<ul style="list-style-type: none"> Commit to representation community Park serves EWP Board Invest in inspiring ar connecting employees volunteers throughout

Funding Study - Committee Report



Funding Study Workgroup - NOTES
August 20, 2024

Attending:

Anna Goldrich – Hoyt Arboretum Friends (HAF)
Sue Hildick – World Forestry Center (WFC)
Nathan Jones – Seed Fundraisers
Todd Lofgren – Vibrant Communities (VC)
Heather McCarey – Explore Washington Park (EWP)
Jennifer Parks – Travel Portland (TP)
Heidi Rahn – Oregon Zoo (OZ)
Hallie Wilkerson - EWP

Committee Purpose

Bring funding recommendations to the EWP Board

Review of Draft Plan

The committee reviewed the draft Funding Plan Outline, which includes high-level information on goals, strategies, staffing, timing, and budget considerations, as well as funding objectives for both programmatic and capital efforts throughout the Park.

Feedback on Draft Plan:

The feedback included:

- Desire to streamline and coordinate funding opportunities, particularly around government funding.
- Ensure transportation projects are in Metro's Regional Transportation Plan
- Fundraising should focus on grants and government dollars rather than philanthropic efforts
- The City Park Alliance, as well as other sister-parks, should be used to research opportunities
- Discussion is needed to determine who will raise and manage the dollars
 - This will likely be determined by the project or program.
- Programs and projects need to be sequenced and prioritized then a collaborative funding strategy applied to each.
 - The final Transportation Access Plan that prioritizes projects is needed to inform these strategies.

- EWP's role of facilitating parkwide collaboration is strength the organization brings to keeping funding efforts moving forward.
 - Partners may lead individual aspects of the funding efforts with EWP taking ownership of behind-the-scenes collaboration, strategy and implementation.

Budget Considerations

The committee discussed two options for funding efforts associate with implementing fundraising strategies:

- Restricted Meter Reserve
- Unrestricted EWP account

The budget for next fiscal year will be created in January and having the list of expenses from the Transportation Access Plan prior to this will inform which if these accounts should fund these efforts.

Next Steps


The group will reconvene once the Transportation Access Plan list has been provided. This meeting will focus on developing funding strategies for the prioritized plans coming out oof the Transportation Access Plan.

Program Report



Logging Then...

Forest practices and equipment have changed over time.



and Now



Reforestation Required

In Oregon and Washington, every harvested acre must be replanted within two to three years after harvest. Multiple trees are planted so enough trees left to provide natural seedling. Some also require that seedlings must be used for the new forest to ensure the forest's future.



Program Report

MARKETING AND EQUITY OUTREACH

- We worked with Portland Water Bureau, Portland Parks & Recreation, and Portland Japanese Garden to **effectively communicate the parkwide [impacts of road closures](#) and restricted parking** on the north end due to construction on the Washington Park Reservoir.
- We **launched a [public newsletter](#)** with the intent of reaching people who are most likely to visit the Park, sharing messages about events, parking, transit, and construction.
- We built a **[Brand Book](#), [Social Media Strategy](#), and [FY25 Advertising Plan](#)** to ensure consistency in our work, align our identity with our mission, and guide our efforts in building awareness of the many transit options to and around the Park.
- Our paid advertisements were seen 10.2 million times. In August, Free Shuttle ridership increased 14% over August 2023.
- We partnered with [local nonprofits](#) and tabled at various [farmer's markets](#) and an Immigrant Mutual Aid event to distribute 1,643 TriMet passes to be used for travel to and from Washington Park.
- We worked with Portland Parks & Recreation to market our Transit Pass Program at their community centers and summer community events and created a collaborative mailer sent to 5,000 Access Discount Program participants.
- [Advertisements](#) on streaming-TV, website pre-roll, and social media resulted in a 397% increase of Transit Pass Program [website visits](#) over the previous period and a surge of requests for TriMet passes through our online request form.
- We completed our second shuttle run to Washington Park in support of an underserved, Spanish-speaking community in Portland. Twenty visitors were bussed to the Park and provided free passes to the paid institutions. We engaged Park partners in conversations about expanding the program and have additional shuttle trips scheduled for October and November.

PROGRAM REPORT

OPERATIONS

Peak Season

- Field Staff final day of the season of Labor Day, September 2nd.
- 46,200 interactions with guests to Washington Park, at the TriMet, Rose Garden, and mobile locations
- Top topics for conversation with EWP Field Staff: Rose Garden, Free Shuttle, Portland Japanese Garden, Restrooms, and Hoyt Arboretum and trails

Data Collection and Management

- Over 1300 respondents to the Annual Peak Season survey
- The survey was adjusted and condensed this season, to make it more efficient and engaging for guests.
- Database is continuing to grow and we are fixing some bugs that come with the start up of the database itself.
- Mid-term goals include quarterly (monthly?) reports to board and committee members.

Construction

- The construction by the PWB reservoirs will continue to November 1st .
- Currently, Sacajawea Blvd and Sherwood Blvd are closed.
- PP&R arranged to have staff and volunteer parking along upper Sherwood Blvd, this is permit only parking.
- The Free Shuttle is currently on a detour route due to the construction, unfortunately having to miss the Lewis and Clarke stop altogether.

Free Shuttle Loop

- Similar ridership overall to last summer (June-August), with June and July a little lower than previous years, but with August having a big increase over previous years.

This year: 51,210 compared to last year at 52,279

	2023	2024
June	18,562	17,823
July	18,203	15,698
August	15,514	17,689

- Free Shuttle will be moving to winter hours on October 1st (10am-4pm – last shuttle loops starts at 4pm at the TriMet plaza)
- TriMet Regional Trip Planner – EWP is participating in TriMet’s Regional Trip Planner project. We are working to get the Free Shuttle integrated into a regional transit tracking system. We are having some road blocks with technology but TriMet continues to be supportive partners.
- The goal of this project is to “Integrate C-Tran, SMART, and local shuttle services [like Washington Park’s Free Shuttle] into trimet.org
- EWP is honored to be a partner in this first phase of the project

PROGRAM REPORT

OPERATIONS CONTINUED

Offsite Operations

- 16,492 rides on overflow shuttles this season (Memorial Day weekend to Labor Day)
- This equates to approximately 8,000+ people to and from the overflow lots.

One Park Event

- October 1 - Oregon Zoo Education Center



ONE PARK. A COMMUNITY OF DESTINATIONS.

Washington Park Partner Event

Celebrate the grand opening of the South Entry with
Explore Washington Park and Portland Parks & Recreation!

OCTOBER 1
9:30 am – 11 am
Conservation Hall at Oregon Zoo
4001 SW Canyon Rd
Portland, OR 97221

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EXECUTIVE COMMITTEE REPORT

The Executive Committee meets every other month to leverage committee members for higher-level decision making, track EWP's work, and serve as a think-tank for the Executive Director.

The committee reviewed the Board Agreement and recommended it move forward to the full board.

The committee is currently focusing on EWP committee structure, with goal formalizing the committees and answering the following:

- Whether the committees meet regularly or ad hoc
- Roles of each member
- How committees interact with board
- Annual documents that need committee and board feedback for approval