

EAST COAST GREENWAY ALLIANCE
Policy on State-National Relations as adopted
by the Board of Trustees, February 3, 2001

The Board of Trustees adopted the following policy on State-National relations at their board meeting on 2/3/01. This policy addresses:

- Fundamental principles for the relationship between the states and national organization.
- Structure of state-national relations.
- Process and criteria for state affiliation with the Alliance.

Participants from the joint Organizational & Executive Committees responsible for forming the policy at a retreat held at Bear's Den hostel in VA were: Sue Barker, Tony Barrett, Sue Ellen Bordwell, Bobbi Britton, Dave Dionne, Pat King, Kelly McClintock, Karen Votava, Dennis Winters, and Gene Woock.

Ellen Cull provided facilitation services, courtesy of the National Park Service, at both the retreat and the board meeting. The resulting action plan can be found attached to the end of this document.

Recommendations for fundamental principles in the relationship between the states and national organization

1. Local trail groups and agencies construct (build) and manage the trail segments that become part of the East Coast Greenway.
2. The East Coast Greenway Alliance and affiliated state entities establish the trail by promoting the vision of the trail, identifying the spine and designating it. This includes pro-actively building alliances and advocating within appropriate agencies.
3. Establishing the Greenway is the primary focus for the next five years, through 2005, based on the goal of completing it by 2010.
4. The following phase of this organization, from 2005 on for some period, may require a different focus. For example, as management of trails that make up the Greenway becomes a more central issue, may mean that the Alliance will play a stewardship role. This could range from monitoring whether the pieces of trail still our standards to maintaining the consistency and character of the trail.
5. For the next five years, through 2005, we will do marketing for use of the Greenway only to the extent that it assists with establishing the trail.
6. This organization is a living, dynamic thing. We have had one organizational structure, now we are looking at the next five years, and then we will check in on whether we need something else.

Recommendations on the structure for state-national relations in ECGA

1. The ECGA has been both top-down and bottom-up to this point, though more top-down. There are benefits and limitations of both top-down and bottom-up approaches, described in the table below. At this point, ECGA needs to maximize the benefits and minimize the limitations of both while strengthening the bottom-up approach in order to get the trail established at the state level.

Top-down	Bottom-up
<p>Large-scale fundraising Permanence and continuity Ease of decision-making Consistency National clout Unified vision Standardization Efficiency in operation Sometimes people just want you to tell them what they need to do</p> <p style="text-align: center;">Benefits</p>	<p>Better base for membership Greatest user More personal and face-to-face Know the area better for trail definition Buy-in Local clout and bigger base Establishes trail Watchdogs for trail Incubator for leadership Efficiency of one project Diversity of experience More potential for fundraising than national Can get ISTE funding</p> <p style="text-align: center;">Benefits</p>
<p style="text-align: center;">Limitations</p> <p>Rigidity Assumes a lot of capacity and requires resources Can create resistance and resentment locally Communication a bigger problem Slower to move Can be out of touch with the local Harder to make things happen locally Can be less responsive to local needs Lack of credibility Lack of local buy-in Loss of major funding base</p>	<p style="text-align: center;">Limitations</p> <p>Can be parochial, don't have broad vision Reinventing the wheel No guarantee of continuity Inconsistent criteria Inability to connect trail at border crossings No national clout Lose major funding Difficult to communicate No decision-making mechanism for when it needs to be shared Difficult to create any impact on national transportation resources and funding through advocacy Potential impermanence</p>

2. The state entities are critical, yet our existing committees are not all strong. There will be only one state ECGA affiliated entity per state.
3. The real issue is strengthening capacity in state entities.
4. We need and accept a less formal structure with greater flexibility for the next five years, perhaps moving to greater formalization after that.
5. There will be no "standing committees" established now. Rather, we will build relationships with state affiliates through affiliation agreements. We will keep the option of standing committees in the by-laws because they might be an appropriate structure in the future.
6. Committees are a long-term building process. In the mean time, we need to formally recognize working with a wide range of state structures, including utilizing existing organizations.

7. What is required is that state affiliates agree to carry out the primary job of implementing the described process to establish the trail, involving the right agencies and people. Their major functions included are to:
 - Identify the trail route
 - Get official recognition of the route by implementing agencies in reports and plans
 - Maintain on-going relationships with government officials responsible for implementing the plans
 - Build public support to establish the trail as needed
 - Apply for designation of the segments
 - Carry out post-designation procedures (to be defined)
8. One major function of the national organization is to educate and support state affiliates in carrying out the process. We will hold at least one annual workshop per region to assist in this.
9. ECGA will pursue a cooperative agreement with the NPS and/or other federal entities or agencies that would include resources to hold these workshops, and providing any staff and Board support needed to accomplish it.
10. It is a priority for the next year to ask states what kind of support they need, to negotiate with them on what will be provided, and to move to provide what is agreed upon as most important.
11. We draw a sharp line between the function of membership and the function of grassroots activism. Generally, our experience is that building grassroots activism is most essential to getting trail on the ground. It remains a high priority for the next 5 years. The purpose of membership is clout, credibility and funding. Building membership is a long-term goal of the organization, but not necessarily a priority of the states for the next five years. However, if a state feels that it needs to build membership in order to get trail on the ground, the national organization will support it.

Recommendations on process and criteria for state affiliation with the national organization

1. There will be written affiliation agreements (memoranda of understanding/MOUs) between each state entity and the national organization. They will be signed by the ECGA Board Chair and the Chair of the state affiliate.
2. The affiliation agreements will have the following required segments:
 - Acceptance of the mission of the ECGA
 - Acceptance of the role and functions of state affiliates
 - Agreement to comply with policy on use of ECG name, logo and letterhead
 - Agreement to comply with financial policies and procedures (including things like who writes checks, where money is banked, how you account for it, reporting)
 - Agreement to state role in national decisions
 - Opportunity to nominate a trustee to the Board
 - Agreement to report once a year, as described below
 - Agreement to comply with trail procedures (to be defined)
3. Each state affiliate will report once a year to the Alliance, in time for the annual meeting. The elements of the report will be:
 - Description of who is part of the state entity (required)
 - Benchmark updates (required)
 - Brief description of other major activities and accomplishments (encouraged)
 - Quantification of amount of volunteer time and resources that went into the Greenway project that year (encouraged)

East Coast Greenway Alliance

Policy on State-National Relations

Action Plan as adopted by the Board of Trustees

February 3, 2001

1. Adopt Recommendations and Action Plan presented to BOT at the February board meeting Board of Trustees February 3
2. Invite all state committees and staff to enumerate and prioritize the support they have requested from national over the past year and to project needed support for the coming year. This will feed into our regional meeting format and staff work program. Karen Votava by February 8.
3. State Committees will submit to Karen Votava the various needs for state committee support by Feb. 18.
4. Karen Votava will consolidate state submissions into a report and present this to the committee working on the regional meetings by February 21
5. Draft Memorandum of Understand (including policies and procedures on use of name, logo and letterhead, financial, and fundraising, revenue sharing and membership) Kelly McClintock, Sue Barker, Pat King, Tony Barrett and Karen Votava by February 28 (note: reconsituting our membership committee will be addressed at our February 3 board meeting.)
6. Complete a handbook on trail designation process and criteria David Dionne by February 28.
7. Develop a draft communication model for states, Board and staff David Dionne by February 28
8. Develop an agenda, budget and logistics including who should be invited and dates and places for three regional meetings Dave Dionne with Kelly McClintock, Dan Maletic and SE VP by February 28
9. MOU and related policy documents (items 2-4 above) are distributed to all trustees and state committee chairs to be shared with their committees. Karen Votava by March 2
10. Three regional meetings are organized Each regional VP
11. Regional meeting workshops and presentations are planned Dave Dionne and 3 VPs along with staff and others by March 23
12. Feedback in writing from trustees and state committees on the MOU by March 23
13. MOU is revised and finalized Dionne, McClintock, Barker, King, Barrett and Votava by April 6

14. MOU is sent to each state committee for signing. Karen Votava by May 13
15. Individual, face-to-face meetings between each state committee and staff and Dave Dionne will occur during the summer and fall, prior to signing of the MOU.
16. Regional meetings held between April 15 and July 1.
17. MOU's signed by all states: our goal is October 1.