

New Branding 2021-2030 RKMF Application

Welcome

I. WELCOME

Welcome to Richard King Mellon Foundation's online application for grants and program-related investments (PRIs). This application is intended for nonprofit organizations and governmental entities seeking grants or PRIs. The Foundation utilizes a different application for for-profit corporations seeking PRIs that can be accessed by visiting our [For-Profit Social-Impact Investment program page](#).

If you have questions, please feel free to email the Foundation at rkmf@rkmf.org or call 412-392-2800.

Tips for Completing the Online Application:

- If you have questions regarding how to verify your organization's status as a nonprofit or governmental entity, please contact us.
- You can save an application in progress and return to it later by clicking on "Save and Finish Later." After you click on this button, it will return you to the saved application page. You will need to reopen your application to continue working.
- Limit your use of bullets and other formatting; copy and paste as needed.
- Once your application is properly submitted, you will receive an e-mail acknowledgement.
- Add mail@grantapplication.com to your safe senders list to ensure you receive all system communications.
- Cookies must be enabled on your browser.

Funding Policy & Guidelines:

- The Foundation accepts applications throughout the year and does not consider requests on behalf of individuals or from outside the United States.
- This application in no way implies a commitment of funding from the Foundation nor a specific timeline for consideration.
- The Foundation staff member assigned to this request will determine funding consideration and timeline for presentation to the Board of Trustees.

Overview

II. APPLICATION OVERVIEW

The application is organized into five sections which are briefly described below and can be navigated on the pages that follow.

A. What We Fund

This section includes an overview of the Foundation's programs and the strategic investment frameworks that support these programs. This section is meant to serve as a one-stop-shop for reference materials that will support applicants' understanding of the Foundation's priorities and expectations for proposals.

B. Organization Information

Applicants are asked to provide information regarding their organization, including mission, background, contact information, financials, governance and other information.

C. Project Information

Applicants are asked to provide information regarding the project for which they are seeking funds. This includes the completion of a [Logic Model](#), for which a template and additional instruction is provided.

D. Project Budget

Applicants provide information regarding their project's budget and the amount of funding they are seeking.

E. Executive Certification

Applicants are asked to certify the credibility of the contents of the application.

What We Fund

III. APPLICATION

A. WHAT WE FUND

The Richard King Mellon Foundation seeks to improve the competitive position and strengthen the vitality of southwestern Pennsylvania, particularly the City of Pittsburgh and its neighborhoods; and protect critical ecosystems as well as green and natural infrastructure, particularly in western Pennsylvania.

The Foundation has six programs, each of which is guided by an investment framework. These frameworks are rooted in a problem statement, which describes the problem or issues that the program aims to address, as well as a vision statement, which describes the aspirational future state to which the Foundation aims to contribute. Please review the linked materials below for additional information on each program, including the Foundation's identified investment areas and priorities.

PROGRAMS

- [Conservation](#)
- [Economic Development](#)
- [Economic Mobility](#)
- [Health & Well-Being](#)
- [Organizational Effectiveness](#)
- For-Profit Social Impact Investing - *Please Note: Only for-profit corporations are eligible for PRIs awarded through this program. The Foundation utilizes a different application for for-profit corporations seeking PRIs that can be accessed by visiting our [For-Profit Social-Impact Investment program page](#).*

The Richard King Mellon Foundation welcomes bold ideas to serve our communities and advance our strategy. Across all programs, every grant and PRI has both a funding purpose and a funding type.

FUNDING PURPOSE

The Foundation supports ideas at all stages of their development and implementation. Identifying the funding purpose for each grant or PRI helps us to establish shared expectations with our partners, understand risks, and create on-ramps and off-ramps for the Foundation's funding.

Planning and Innovation: This funding supports experimentation and the development of new ideas. Recipients might conduct activities such as piloting minimally viable products/ services or completing a feasibility study. At the conclusion of a planning and innovation grant, funding recipients and Foundation staff will work together to understand the successes, challenges, and future possibilities resulting from the initial funding.

Implementation: This funding provides support for more developed concepts and services. Recipients might continue current programs, construct a building, train staff, carry out a marketing campaign, or conduct a third-party evaluation. Recipients of this funding often have demonstrated past successes and have capacity to engage in iteration and evaluation.

Scalability: This funding supports extending the reach of a promising model or project. Recipients might participate in conferences or publishing, convene networks, provide technical support to other organizations, or expand service delivery.

FUNDING TYPE

The Foundation provides grants and PRIs that offer varying degrees of flexibility for how the resources can be used.

General Operating Support: refers to funding that is not restricted to any one project.

Project Support: provides support to a specific project with a predetermined cost. Grant funds are restricted and must be used for the stated project.

Capital Support: refers to physical assets (buildings, vehicles, technology systems, equipment) which will aid the grantee in serving its clients. For building projects, the Foundation strongly encourages applicants to incorporate LEED, energy star, living building, or other sustainability components, as well as green infrastructure such as bio-swales, rain

gardens, and permeable pavement.

Land Acquisition: refers to funding that is used to purchase land or easements for the purpose of conserving land, as described in the Habitat Conservation investment area in the Conservation program.

Organization Information

III. APPLICATION

B. ORGANIZATION INFORMATION

Organization Legal Name

Houston Arboretum & Nature Center

Tax ID

74-1587880

or check here if a government entity

No

Address

4501 Woodway Drive

City **State**

Houston TX

Postal Code

77024

Phone

713-681-8433

Website

<https://houstonarboretum.org>

Chair, Board of Directors

Prefix **First Name**

Mr. Sam

Last Name

Pyne

Phone Number

713-681-8433

E-mail

spyne@hvllc.com

Head of the Organization**Prefix First Name**

Ms. Deborah

Last Name

Markey

Title	Phone Number
Executive Director	713-681-8433

E-mail

dmarkey@houstonarboretum.org

Project Contact**Prefix First Name**

Mr. Stephen

Last Name

Benigno

Phone Number

713-366-0427

E-mail

sbenigno@houstonarboretum.org

Organization Mission

State your mission. 200 word limit.

The mission of Houston Arboretum & Nature Center (HANC) is to provide education about the natural environment to people of all ages and to protect and enhance the Arboretum as a haven and as a sanctuary for native plants and animals.

Background

Summarize your organization's history. 200 word limit.

Established in 1967, HANC has stayed true to its dual mission of offering educational programs while preserving the Gulf Coast habitat. Between 1917 and 1923, the land on it sits was the site of Camp Logan, a World War I Army training camp. The same land was acquired by Mike and Will Hogg in 1924 then sold to Houston at cost to establish Memorial Park. In 1951, Houston City Council set aside 155 acres in Memorial Park as an arboretum and botanical garden then the Houston Botanical Society formed in 1967. It wasn't until 1992 that the name changed to Houston Arboretum & Nature Center. Efforts to manage and conserve the land included the first

ever managed prairie burn within Houston city limits in 1999.

Two back-to-back disasters, Hurricane Ike in 2008 and a drought in 2011, resulted in the loss of over 50% of the tree canopy. In response, the Arboretum embarked on a master plan to restore the entire 155-acre landscape. The implementation of the Master Plan occurred between 2017 and 2021. Prescribed fires and large herbivores have since been reintroduced to mimic historic and sustainable land management practices, a novel accomplishment given the Arboretum's location within Houston.

Organization's Operating Budget

For Current Year

3757500

Current Programs and Activities

Outline current programs and activities. 500 word limit.

The Arboretum's programs introduce children and adults from all backgrounds to the natural world, improving science literacy and environmental awareness and encouraging outdoor exploration and discovery. These educational endeavors take place on the site's 155 acres of native Gulf Coast habitat, a diverse collection of ecosystems including savanna, prairie, wetland, woodland, and bayou. These ecosystems highlight the region's beautiful plants, grasses, and wildflowers and provide much-needed habitat for a wide array of important native wildlife, including more than 200 species of birds. In 2023, the Arboretum was visited by approximately 625,000 people, who were able to connect with nature and explore one of Houston's greatest natural treasures. Admission to the Arboretum remains free of charge every day, and all year round. Doing so provides access and services to users from all backgrounds, especially those from underserved communities. Many of the Arboretum's visitors are families with young children, who excitedly explore the Discovery Room and Nature Playscape; others come for birdwatching, to exercise their pets, to practice their photography skills, or simply for the peace and beauty of the Arboretum's landscapes.

Children's programs are offered to children from ages 18 months to teen and include weekend family discovery classes, a well-attended home school program, week-long camps throughout the year, robust badge workshops for both Boy and Girl Scouts, and a weekly Tyke Hike for toddlers and their guardians. During the 2023-2024 school year, more than 8,500 students visited the Arboretum for grade-level, hands-on science education that includes experimentation, guided hikes, and outdoor discovery. Roughly 70% of the students taking part in these programs come from low-income Title I schools, and the Arboretum maintains a commitment to deliver unparalleled learning opportunities to underserved students from across the region.

Equally important to the educational programs in the conservation of the nature sanctuary. In response to losing 50% of tree canopy and invasive plant growth, the Arboretum's Conservation team created an urban ecological restoration plan to improve biodiversity and repair important ecosystem services. Using tools like historical photographs, soil analysis, topographical mapping, and vegetation studies, the team created a Master Plan to guide the Arboretum's landscape to become more resilient and diverse.

Land stewardship at the Arboretum is an ongoing process of management to nurture our native ecosystems and keep the site healthy. This involves using or mimicking processes like naturally occurring fire and grazing by large animals; processes that have until now been suppressed or controlled by human intervention. While the mission to restore and conserve these emerging ecosystems will never end, the Arboretum's habitats are becoming increasingly self-sustaining and able to survive future climate disturbances.

Accomplishments

Highlight major accomplishments. Include quantitative information, statistics, etc. 200 word limit.

The Arboretum's most recent accomplishment was overcoming this summer's two federally declared disasters, the May Derecho and Hurricane Beryl. HANC sustained major damage including major debris and tree cleanup, and roof, gate, and HVAC damage. When most of the city was still without electricity, the Arboretum reopened to the public after only three weeks. Both disasters resulted in over \$180,000 in damage and loss of income.

Two additional major accomplishments are two recently published studies, the Vegetation Survey Analysis and the Texas A & M University case study.

The Vegetation Survey Analysis was completed by HANC's Conservation team and was produced to assess current biodiversity, monitor habitat, collect baseline vegetation data, and inform conservation and restoration activities. This survey indicates both invasive and native species appear to be forming a dense understory thicket (up to 12,000 stems per acre observed) that has reduced vegetation diversity in all canopy strata.

The A & M study found that during the hottest part of the day, the Arboretum's natural areas witnessed a decreased air temperature by 0.52 degrees Celsius. The diverse natural habitats in the 155 acres reflect an even greater reduction in temperatures up to 1.53 degrees Celsius.

Fiscal Year End Date

6/30/2025

Organization's Operating Budget

Include the current year, plus two years of budget vs actuals.

[HANC 24-25 Budget + 2 FY Actual vs. Budget.pdf](#)

IRS Tax Determination Letter

Confirms Organization's charitable status.

[Arboretum_TaxExempt_IRS_Certificate_2014.pdf](#)

List of Board of Directors and Key Staff

[24-25 Board of Directors w affiliation and key staff.pdf](#)

Most Recent Audited Financial Statements

If you do not have audited financial statements, you may upload the type of financial statements required by [Pennsylvania law](#) based on your gross annual contributions.

[Audit_FS 2024 - Houston Arboretum & Nature Center - Final.pdf](#)

Project Information

III. APPLICATION

C. PROJECT INFORMATION

Project Title

5 word limit (ex: General Operations)

Ecological Restoration: Invasive Species Removal

Project Description

25 word limit (ex: toward (activities) to develop (outputs) to bring about (outcomes)).

Hire 10 environmental interns to remove dense invasive species underbrush to restore woodland habitat for greater ecological diversity and produce a more fire-safe landscape.

Executive Summary

Provide a brief description of the project; outcomes you plan to achieve; who the project serves and why it is important; why your organization should receive the funds to implement the project and how the funds will be spent. 500 word limit.

HANC's Conservation team plans to hire and manage 10 Student Conservation Association (SCA) interns for twelve weeks to restore HANC's woodland areas through the careful removal invasive plant species which have produced dense underbrush within the ecosystem.

Onsite research by the Conservation team has identified that underbrush removal will promote long-term overstory woody diversity needed to sustainably manage the native landscape and mitigate against uncontrolled fires.

While prescribed fire and the use of grazing animals are alternative options to removing the underbrush, using interns to specifically remove invasive species and leave native plant is imperative to the project's success. Prescribed fire and grazing animals provide invasive species and underbrush control, however these species are able to resprout following the implementation of these management strategies and do not provide full eradication. Utilizing a crew that can sensitively apply herbicide will completely eradicate the species from the targeted area, reducing the need for more costly follow up treatments.

The short term outcomes of this project will be a more resilient woodland ecosystem and real-world experiences for conservation students. The long term outcome will be greater ecological diversity and publishing the monitoring and documentation of the project.

Program

Select the program that your project aligns with. See the section titled *What We Fund* for more information.
Conservation

Type of Support

Select the type of support that you are seeking. See the section titled *What We Fund* for more information.
Project Support

Purpose of Support

Select the purpose of the support you are seeking. See the section titled *What We Fund* for more information.
Implementation

Project Need

Describe the challenges this proposal addresses and how they relate to the Foundation's program's problem statement. 500 word limit.

As with many protected and conserved lands, invasive plant species are threatening the biodiversity of the Houston Arboretum & Nature Center's (HANC) native Gulf Coast ecosystems within the 155-acre habitat. HANC's 2022 Vegetation Survey findings confirm the Richard King Mellon Foundation's invasive plant species problem statement that states: "invasive plant species

are outcompeting many native plant species, altering and degrading food webs, and transforming entire ecosystems".

The Executive Summary of the Vegetation Survey states, "...data indicates that a small number of both invasive and native species appear to be aggressively colonizing and forming a dense understory thicket that may reduce diversity in all canopy strata and cover types in the short and long term". When the survey data was collected, "the percentage of invasives in the understory was 24% and the percentage of ground cover invasives was 18%. Chinese Privet (*Ligustrum sinense*) was the dominant invasive species in the understory (23%) and observed in relatively high percentage in the ground cover (6%)". The survey found up to 12,000 invasive and aggressive native stems per acre. Over time, these impacts will result in not only a loss of vegetation species, but loss of the wildlife they support as well. Steps have been implemented to combat this, but the Conservation team requires more assistance and resources to reserve this trend. There is an immediate need for intervention through the removal of invasives by all means available. Doing so will allow for healthier ecosystems within the sanctuary and increase the ability for native species to repopulate the areas.

Logic Model

Download and complete the Foundation's Logic Model Template. Instructions and other reference materials are included in the template. The information you provide in the Logic Model serves as a summary and visual representation of the ideas in the next four fields (Inputs/Resources, Activities/Processes, Proposed Outputs, and Proposed Outcomes). [LOGIC MODEL](#)

[HANC_RKMF-Logic-Model-Eval-Plan-Template_2023_branded.pptx](#)

Inputs/Resources

Describe the resources needed to create the project, implement its activities, and attain the proposed outputs and outcomes. This is an opportunity to further describe the inputs/resources included in the Logic Model Template. 500 word limit.

This project requires three resources to attain the desired outputs and outcomes. The first and most important resource will be accomplished through a partnership with Student Conservation Association(SCA). Ten SCA conservation students will be hired to clear invasive plant species during a twelve week internship. During this internship, the conservation students will learn to identify invasive species, how to manually and chemically remove the non-native species without harming the native species, and understand the short term and long term benefits of removing the destructive plants.

The second resource will come from HANC's Conservation Department. Current staff will spend ten hours per week (a total of 120 hours during the twelve week period) educating and managing the SCA interns on proper procedures in identifying and removing the invasive species.

The final resource needed for attaining the desired outputs and outcomes will be the tools and protective equipment needed to complete the removal tasks.

Activities/Processes

Describe the project activities, which include the processes, actions, and events implemented in the project and how they align to the Foundation's program's investment areas and priorities. This is an opportunity to further describe the activities/processes included in the Logic Model Template. 500 word limit.

Onsite research (2022 Vegetation Survey) has already identified the HANC ecosystems which have the greatest need for intervention in the spread of invasive plant species. During the twelve week internship, the SCA conservation interns will spend their time restoring woodland ecosystems where the understory includes the highest percentage of non-native plants that are reducing the biodiversity of the areas. By targeting the areas with the greatest need, HANC's Conservation Department can have the greatest impact on the ecological restoration of the

sanctuary.

Proposed Outputs

OUTPUTS measure what organizations or programs will do to effect change in targeted constituencies, such as:

- WHO will achieve the change or accomplish the task?
- WHAT is going to change or be accomplished through the proposed activities?
- BY WHEN will the change or accomplishment occur?

This is an opportunity to further describe the outputs included in the Logic Model Template. 500 word limit.

The ultimate change to focused invasive removal by the ten interns will have a direct output of restoring 90 acres of woodland habitat within a twelve week period. The removal of these destructive species and the subsequent increased biodiversity will benefit native plant species, native wildlife, and offer the 625,000 Arboretum visitors a more genuine experience in the native Gulf Coast habitat.

Proposed Outcomes

OUTCOMES measure a level of change related to knowledge, attitudes, capacity, opinions, or behavior that results, at least in part, from the outputs of the program.

- HOW MUCH change will occur and what will be the level of accomplishment?
- HOW WILL WE KNOW the change occurred?

This is an opportunity to further describe the outcomes in the Logic Model Template. 500 word limit.

The outcomes of this project will be measured by the number of woodland habitat acres that are restored through the removal of the invasive plant species. With the help of Richard King Mellon Foundation, this project will be the first opportunity for HANC to make large strides in the HANC's ecological restoration through the targeted removal, instead of through prescribed fire or grazing animals which allow for regrowth. While the ultimate goal is to restore the entire 90 acres during the twelve weeks, the Conservation Department fully anticipates there will be lessons learned and unforeseen barriers that may reduce the desired impact of the project.

Even with a portion of the 90 acres restored, the short term project outcomes will be a more resilient and fire-safe habitat and real-world experience for ten conservation interns.

The long term project outcomes will be greater ecological diversity, which will be measured and documented through HANC ongoing monitoring program.

Describe your Monitoring, Evaluation, and Learning (MEL) Plan for this proposed project.

You can find information about MEL Plans and guidance on how to complete this question in the Logic Model Template. Be sure to answer the following three questions in this space:

- How will you measure the success of the proposed project in this application? (How will you measure whether, and how, the project reached the proposed outputs and outcomes)?
- What data sources will you use? For example: surveys of participants, interviews with foresters, employment data from the Bureau of Labor Statistics
- What is the timeline or milestones you will use to reflect on the findings from the data collected? For example: administer surveys before the start of the program and at the end of the program.

The conservation of HANC's 155 acres of native habitat is guided by the continual evaluation of the ecosystems by the eight-member Conservation Department. The 2022 Vegetation Survey Analysis, published in 2024, serves as the baseline for the continual ecological restoration of the property. In 2022, thirty vegetation monitoring plots were marked with GPS coordinates and will continue to be evaluated every 5- 10 years based on the following metrics:

- Diameter at Breast Height
- Basak Area (Density)
- Stem Count
- Average Estimated Height
- Ground Cover Percentage
- Species Richness

- Species Evenness
- Species Diversity
- Canopy Cover
- Photo Monitoring

Geographical Area Served

Check all that apply:

Other

If the project will primarily serve specific cities, towns, school districts, or neighborhoods within the areas listed above, indicate those here.

N/A to Organizational Effectiveness proposals

This project will benefit residents of Harris County and Houston, Texas, and those visiting the Arboretum from other areas of Texas and outside the state.

Target Population - Briefly describe who and how many people the project would serve.

N/A to Organizational Effectiveness proposals

An estimated 625,000 people visit the Houston Arboretum & Nature Center each year.

Project Start Date

3/1/2025

Project End Date

6/1/2025

Capital Projects (complete if applicable)

Provide an overview of the capital project costs, including the basis for cost estimates provided (i.e. architect's estimates; contractor bids). Detail the project status and timeline; identify campaign leadership; identify regulatory approval, if required; and discuss implications of this campaign in relation to the organization's ongoing operational expenses. Please note that the Foundation strongly encourages capital projects to foster sustainability, i.e., LEED certification, green infrastructure, carbon footprint reduction, etc.

Community Engagement

Describe how the project will incorporate community perspective. Share how community perspective and partnerships will maximize impact. 500 word limit.

This project incorporates the community perspective through supporting our next generation of conservationists.

All interns will be hired through The Student Conservation Association (SCA), which is the largest provider of hands-on environmental conservation programs for youth and young adults. Since 1957, the SCA has provided more than 100,000 young people with opportunities to protect the planet through service projects at national parks, state forests and community green spaces.

SCA's extensive job database online platform includes internship opportunities throughout the United States and allows for candidates to narrow their searches to geographic locations and areas of interest. These attributes are especially important for HANC's internships since this opportunity is designed for a local youth conservationist to work and learn in the middle of Houston, which reduces the transportation barriers and allows them to give back to their hometown <https://thesca.org>

Risks

Identify any risks to project success along with any potential mitigation strategies. 250 word limit.

The anticipated risk to the successful project completion is weather. By scheduling this project between March and June, the Conservation Department is reducing the risk of weather-related delays since the Gulf Coast hurricane season begins June 1 and ends November 30 each year.

Project Sustainability

Outline your plans for sustaining the project at the termination of the grant. This may include raising additional financial resources, establishing and growing partnerships, etc. 500 word limit.

For almost 60 years, the Arboretum has stayed true to its original mission of environmental education for all and the conservation of the sanctuary's 155-acres. Since ecological restoration is vital to the Arboretum's conservation, prescribed fire and grazing animals will continue to be part of HANC's operational budget and utilized to reduce the invasive plant species in the understory. Our long term plan for additional ecological restoration, including utilizing the SCA conservation interns annually, is connected to HANC's five-year Strategic Plan, which was approved by our Board of Directors last year. The plan prioritizes the following:

(1) engaging and connecting Houstonians of all abilities and in all communities to the natural world; (2) delivering best-in-class education experiences; (3) continuing and improving our conservation management; (4) increasing our organizational efficiency; and (5) continuing to be a stable and growing organization.

Attaining Priority #5 over the next five years will allow HANC to anticipate funding goals based on each department's need through a more diversified funding strategy. Financially sustaining this project will be based creating a clear and compelling funding story based on the documentation and monitoring of this project's outcomes.

Similar Projects

List any other organizations that provide similar programs or services to your direct beneficiaries and describe how your program or service is different. 150 word limit.

The Arboretum is unique in that it is minutes from Downtown Houston and free of charge, which makes it accessible to Houston's diverse population. While Memorial Park is adjacent to the Arboretum, the goals of each urban green space are vastly different. Memorial Park was build and developed with the goals of a city park. Its main objectives are to offer residents green space for exercise and individual sports.

The Arboretum's main goals are the conservation of the Gulf Coast habitat and associated ecosystems within the sanctuary and offering environmental education opportunities to people of all ages.

Project Budget

III. APPLICATION

D. PROJECT BUDGET

Total Project Cost/Budget

175000

Request Amount

100000

Project Budget (Please save a copy of this budget for your records.)

Complete the [PROJECT BUDGET TEMPLATE](#) to provide an accurate, detailed budget for the proposed project broken down into itemized revenue and expenses.

[HANC_Budget-Form-for-Online-app.xlsx](#)

Project Budget Narrative

The narrative should explain the budget assumptions used for each line in the project revenue and project expenses sections. For example, if a revenue source includes contracts, itemize which organizations or entities are being contracted. As another example, if an expense includes personnel costs, itemize which positions, job duties of each position, and for what amount (whether a percentage of time or a dollar amount) the personnel costs will cover. The budget narrative should also describe any in-kind expenses and donations or matching funds that are not itemized in the budget template. If you are submitting a capital request or a proposal to the Organizational Effectiveness program, explain the basis for the cost estimates you provide. For a capital request, this might include architect estimates or contractor bids. For an Organizational Effectiveness proposal, this might include consultant bids or a fixed-fee solution. It is imperative to provide sufficient detail of the assumptions underlying the proposed budget. 500 word limit

The budget for this project includes pending revenue from three sources: \$50,000 from a Texas A & M Forestry grant due 2/14/15; \$25,000 from The Cockrell Foundation, a private foundation; and \$100,000 from Richard King Mellon Foundation.

The largest expense for this project is \$150,000 for two Student Conservation Association crews which consist of 4 students and 1 student leader on each crew, which is a total of 10 student conservation interns.

The \$7,500 expense for equipment includes herbicide backpack sprayers, chainsaws for cutting woody invasive species, personal protective gear (gloves, boots, etc.) for the crew members.

The \$10,000 expense for supplies are for selective herbicides, including surfactant and dye.

The \$7,500 expense for management and general covers 10 hours per week of existing Conservation team staff time to prepare for the SCA crews by creating maps of target areas, coordinate with Arboretum programming staff, order supplies, communicate with public as needed, and to manage the project for the twelve weeks.

Executive Certification

III. APPLICATION

E. EXECUTIVE CERTIFICATION

Executive Director & Board Certification

This report is not considered complete until the Executive Director and Board Chair sign and submit this

[EXECUTIVE CERTIFICATION](#)

[RKM Cert.pdf](#)

Attachment

Please attach any other documentation that you deem an essential part of this application. This may include resource materials, internal project budget documents, scopes of work from consultants, or other materials on a case by case basis. (Compile as one document).

[Vegetation Survey and SCA Quote.pdf](#)

Attachment

[HANC_Strategic Plan 2023_BOD_FINAL.pdf](#)