

# GUARDIA SANFRAMONDI 2035

## Document 4: Governance and Revitalization Authority Structure

A practical operating model for coordinating the historic-center strategy, one-euro house gateway, funding pipeline, partnerships, public communication, maintenance, and implementation.

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<b>Purpose</b>	Define who coordinates the program, who decides, who advises, who implements, and how public trust is maintained.
<b>Use</b>	For Comune discussion, resident review, partner outreach, grant readiness, and creation of a practical working structure.
<b>Principle</b>	Start light and practical, then grow into a formal authority or foundation only when the workload, funding, and legal review justify it.

Planning note: This document is not a legal, procurement, accounting, employment, nonprofit-formation, or public-administration opinion. Any governance model must be reviewed by Comune officials, the municipal secretary, legal counsel, technical office, financial officers, associations, residents, property owners, and qualified advisors before adoption.

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## 1. Executive Summary

Document 4 translates the Guardia Sanframondi 2035 strategy into an operating structure. The earlier documents establish the strategy and funding logic: the one-euro house program should be used as a gateway into a broader historic-center regeneration platform, not as the entire plan. That platform includes access and parking, creative-quarter development, remote work, university field programs, agriculture and wine/olive-oil partnerships, restoration workforce development, and long-term maintenance.

The central governance conclusion is direct: Guardia does not need a heavy bureaucracy at the beginning, but it does need a clear structure. Without a responsible coordinating body, the plan will become scattered among individual ideas, public comments, isolated grant opportunities, private owners, and occasional events. With the right structure, the town can convert attention into fundable projects, fundable projects into implementation, and implementation into visible improvement.

- Create a small Guardia 2035 Working Group immediately to organize the plan and prepare project sheets.
- Appoint or contract a part-time Revitalization Coordinator / Grant and Partnerships Coordinator as soon as possible.
- Create focused working groups for property readiness, access/mobility, arts/culture, agriculture, workforce/trades, remote work, and maintenance.
- Use a transparent public dashboard, published minutes, project status labels, and clear rules for conflicts of interest.
- Develop a Historic Center Conservancy or foundation-style entity only after legal review and after the first operating year clarifies workload, funding, and public support.

## 2. Why Governance Is the Critical Issue

The limiting factor for Guardia is not only money. It is coordination capacity. The plan touches public infrastructure, private property, cultural programming, grant writing, owner outreach, technical surveys, buyer confidence, university partnerships, contractor availability, digital communication, events, and maintenance. No single volunteer, assessor, council member, artist, foreign homeowner, or municipal employee can manage all of this informally.

Governance problem	Why it matters	What solves it
Too many disconnected ideas	Projects compete for attention and never become grant-ready.	Create a shared project pipeline with owners, deadlines, budgets, and next actions.

Private-property complexity	One-euro homes and abandoned buildings require owner consent, title clarity, condition notes, access details, and realistic obligations.	Create a property-readiness process with Green/Yellow/Red status and a responsible lead.
Grant timing and eligibility	Calls open and close quickly, and eligibility differs by applicant.	Maintain a grant calendar and match each project to the right applicant type.
Public distrust or confusion	Residents may see the plan as only for foreigners, tourists, or outside investors.	Publish minutes, criteria, budgets, progress updates, and community benefits.
Maintenance failure	New signs, lights, stairs, cleaned spaces, and public improvements can decline without recurring care.	Create a conservancy-style maintenance mechanism with annual reporting.

### 3. Recommended Three-Stage Governance Model

The recommended model grows in stages. Guardia should not begin by creating the most complicated legal entity. It should begin with a practical working group, then add paid or contracted coordination, and only then create a more permanent conservancy, foundation, or delegated operating structure if legal and political review supports it.

Stage	Timing	Structure	Main job	Reasonable first output
Stage 1	0-90 days	Guardia 2035 Working Group under Comune/community coordination	Organize the plan, confirm priorities, prepare project sheets, and create public-facing next steps.	Approved work program, project list, working group roster, 90-day action plan.
Stage 2	3-12 months	Revitalization Office or contracted Coordinator	Manage grants, partners, property readiness, communications, meetings, calendars, and reporting.	Grant calendar, partner packet, property-readiness system, public dashboard.
Stage 3	12-24 months	Historic Center Conservancy, foundation, association, or formalized authority, subject to legal review	Raise funds, coordinate maintenance, host programs, manage sponsorships, support events, and provide continuity.	Annual maintenance plan, sponsorship program, membership/donor model, public annual report.

### 4. Stage 1: Guardia 2035 Working Group

The first structure should be a small, credible working group. It should be large enough to include the major interests but small enough to act. The group should not replace the elected Comune, technical office, or legal procedures. Its purpose is to organize information, prepare recommendations, coordinate partners, and keep momentum.

Seat / role	Suggested representation	Primary responsibility
Comune liaison	Mayor/delegate, assessor, council representative, or appointed municipal contact	Connect the working group to official municipal priorities and procedures.
Technical office liaison	Municipal technical staff or designated professional advisor	Flag feasibility, access, building, safety, planning, and public works issues early.
Historic-center residents/property owners	Local residents plus responsible foreign/seasonal owners	Keep the plan grounded in real building access, maintenance, and resident needs.
Arts and culture representative	Artist, gallery/studio operator, cultural association, event organizer	Shape the Creative Quarter, open studios, residencies, and cultural programming.
Agriculture/wine/olive representative	Producer, cantina, rural tourism operator, food/olive-oil partner	Connect the historic center to vineyards, olive groves, food culture, and rural innovation.
Trades/workforce representative	Builder, geometra, architect, Formedil/CFS/ANCE contact, or training partner	Identify labor shortages, training needs, contractor registry, and restoration capacity.

International/resident ambassador	Foreign homeowner or bilingual community representative	Support bilingual communication, buyer confidence, partner outreach, and resident integration.
Funding/grant advisor	Grant writer, accountant, EU project advisor, or knowledgeable volunteer	Turn ideas into fundable project sheets and monitor funding lanes.

## 5. Stage 2: Revitalization Office / Project Coordinator

The single most important implementation recommendation is to create a responsible coordinator role. This can begin as part-time, contract-based, grant-funded, shared with an association, or assigned internally if capacity exists. The role should be practical, not ceremonial.

Function	Coordinator duties	Early deliverables
Project pipeline	Maintain the master list of projects, budgets, applicants, deadlines, and next actions.	Monthly project tracker and status dashboard.
Grant readiness	Convert strategy into grant-ready project sheets and maintain a funding calendar.	One-page sheets for access, launch platform, creative quarter, workforce, rural innovation, and maintenance.
Partner outreach	Contact universities, cultural networks, GAL/CSR contacts, training bodies, associations, and potential sponsors.	Partner contact log, meeting notes, follow-up calendar.
Property readiness	Coordinate with owners, Comune staff, professionals, and potential buyers on basic property status categories.	Green/Yellow/Red property-readiness checklist.
Public communication	Keep residents and foreign owners informed in a clear, bilingual, non-hype manner.	Website/news page, email list, public FAQs, meeting summaries.
Maintenance coordination	Support the conservancy concept, adoption programs, sponsorships, volunteer days, and annual care priorities.	Pilot maintenance list and sponsorship menu.

## 6. Stage 3: Historic Center Conservancy or Foundation

A permanent maintenance and fundraising structure should be developed after the first year, once the Comune and community understand the workload and legal options. Possible names include Fondazione Centro Storico Guardia, Associazione Amici del Centro Storico, Guardia Centro Storico Conservancy, or a similar locally appropriate structure. The exact legal form should be decided only after professional review.

Possible function	What it could do	Guardrail
Maintenance fund	Raise money for cleaning, lighting support, small repairs, signage care, stairs, planting, and public-space upkeep.	Must not replace legal Comune responsibilities unless formal agreements exist.
Sponsorship program	Allow donors or businesses to sponsor a street, stair, portal, bench, studio event, wayfinding element, or public space.	Publish all sponsors, amounts, uses, and maintenance commitments.
Volunteer coordination	Organize clean-up days, open-studio support, visitor welcome, and documentation work.	Volunteers should not perform unsafe, regulated, or professional work.
Cultural programming	Support open studios, residencies, workshops, performances, and rural innovation events.	Use transparent selection criteria and avoid favoritism.
Property and owner support	Help owners understand process, resources, and basic readiness steps.	Do not provide legal, technical, or sales advice unless qualified and authorized.
Annual reporting	Publish income, expenses, work completed, volunteer hours, sponsors, and next-year priorities.	Public reporting should be mandatory from the start.

## 7. Decision-Making Structure

The governance structure should separate advice, coordination, legal authority, and implementation. This prevents confusion and reduces the risk that informal conversations are mistaken for official decisions.

Decision category	Who should decide	Who advises	Public record
Official municipal policy	Comune through lawful procedures	Working Group, residents, technical office, legal counsel	Deliberations, resolutions, public notices as required.
Grant submission by Comune	Comune leadership and financial/technical offices	Coordinator, grant advisor, partners	Grant calendar, project sheet, submission record.
Association/cultural projects	Eligible association or project operator	Working Group, Comune liaison, artists, partners	Published criteria, budgets, event reports.
Private business incentives	Private applicant or enterprise	Invitalia advisor, accountant, business clinic, Comune economic-development support	Private records plus public aggregate reporting where appropriate.
Property readiness categories	Comune/delegated property team using approved checklist	Technical professionals, owners, coordinator	Internal file plus public-facing status only where authorized.
Maintenance priorities	Comune for public assets; conservancy for sponsored/volunteer items under agreement	Residents, businesses, conservancy, technical office	Annual maintenance list and completed-work report.

## 8. Working Groups and Responsibilities

The Working Group should not try to do everything in one monthly meeting. It should create focused working groups with short mandates and simple deliverables.

Working group	Scope	First 90-day deliverable
Property Readiness and 1 Euro House Gateway	Owner outreach, property status, photos, access notes, obligations, buyer FAQ, Green/Yellow/Red readiness.	Draft property-readiness checklist and list of top information gaps.
Access, Parking, and Mobility	Parking garage concept, lift/elevator screening, shuttle, loading zones, stair/handrail/lighting priorities.	Scope of work for 25,000 EUR feasibility plan.
Creative Quarter and Open Studios	Artist map, studios, galleries, public art, residencies, cultural programming, hard-to-access spaces.	Open-studios pilot concept and artist/studio inventory form.
Work From Guardia and Digital Life	Coworking, broadband, remote-worker stays, digital entrepreneurship, returning residents.	Low-cost coworking pilot plan and digital needs audit.
University, Education, and Field Schools	Arts, architecture, preservation, rural development, viticulture/enology, study abroad.	Short partner pitch and target university list.
Agriculture, Wine, Olive Oil, and Rural Innovation	Producers, cantine, olive oil, food culture, rural routes, climate adaptation, agritourism.	Concept for Wine, Olive Oil, Arts, and Rural Innovation Week.
Trades and Workforce	Contractor registry, skills gap, training providers, apprenticeships, safety courses, buyer confidence.	Contractor registry template and training partner outreach list.
Maintenance and Conservancy	Street/stair care, signage upkeep, sponsorships, volunteer days, annual maintenance fund.	Draft conservancy concept and pilot sponsorship menu.

## 9. Staffing Model and Role Descriptions

The program should begin with one accountable coordinator rather than several vague volunteer roles. Additional support can be added as projects become funded.

Role	Minimum workload	Responsibilities	Possible funding source
Revitalization Coordinator / Grant and Partnerships Coordinator	Part-time to start; could expand to full-time	Project tracker, grant calendar, partner outreach, meeting coordination, public updates, project sheets.	Comune seed, Bilancio Partecipato administration allocation if allowed, grant overhead, sponsorship, association contract.

Bilingual Communications Support	Project-based or part-time	Website copy, FAQs, press kit, resident updates, English/Italian materials, partner packets.	Launch platform budget, sponsorships, Comune communications, association support.
Technical Advisor Pool	As-needed professional services	Feasibility scopes, cost estimates, access audit, building condition notes, safety and regulatory review.	Project budgets, Comune technical funds, grant-funded professional services.
Volunteer / Ambassador Coordinator	Part-time or volunteer role under supervision	International homeowner outreach, welcome support, event volunteers, donor relations.	Conservancy, association, sponsorships, donations.
Maintenance Lead	Seasonal or service-agreement based	Coordinate small upkeep tasks, volunteer days, sponsor-funded care, reporting.	Conservancy, Comune agreements, sponsorships, memberships.

## 10. Public Transparency and Trust Rules

Public trust is essential because the plan affects local residents, older property owners, foreign homeowners, businesses, public budgets, private buildings, and outside partners. Transparency should be built into the structure from the beginning.

- Publish the working group roster, meeting schedule, agendas, and short meeting summaries.
- Publish project sheets with estimated costs, funding targets, lead applicant, status, and next action.
- Use Green/Yellow/Red status labels for projects and properties, but do not publish private owner information without permission.
- Create a conflict-of-interest rule for anyone who could personally benefit from property sales, contracts, grants, rentals, consulting, or sponsorship decisions.
- Separate public information from promotional hype. The plan should be optimistic but realistic about stairs, parking, building condition, costs, permits, and timelines.
- Provide bilingual communication when the audience includes both local Italian residents and international owners/buyers.

Status label	Meaning for projects	Meaning for properties
Green	Ready for public promotion, partner outreach, or grant preparation. Scope, lead, budget range, and next action are clear.	Owner permission, basic condition notes, access notes, photos, and known obligations are sufficiently clear for public listing.
Yellow	Promising but missing information, partner confirmation, technical review, cost detail, or applicant eligibility.	Potentially viable but missing owner consent, succession/title clarity, cadastral details, technical condition, or access/utility notes.
Red	Not ready for promotion or funding. Major legal, technical, cost, or coordination issues remain unresolved.	Do not promote publicly. Major ownership, safety, access, title, or condition concerns require resolution first.

## 11. Coordination With Funding and Capital Stack

Document 3 identified that each project needs a capital stack: seed, planning/design, implementation, operations, and match/in-kind support. Governance must mirror that logic. The coordinator and working groups should maintain one shared funding pipeline so the Comune, associations, businesses, universities, and training bodies are not working blindly or duplicating effort.

Funding lane	Best applicant	Governance requirement
Bilancio Partecipato / local seed money	Residents, groups, associations, or Comune-linked process depending on local rules	Prepare clear citizen-facing proposals with budget, outputs, and larger-funding leverage.

Fondo Piccoli Comuni / public infrastructure	Comune or intermunicipal structure	Technical office, cost estimates, official authorization, maintenance plan.
PR Campania FESR / regional programs	Comune, public-private partnerships, eligible entities depending on call	Grant calendar, eligibility check, project sheet, co-financing review.
GAL/CSR / rural development	Comune, businesses, producer networks, associations depending on call	Agriculture/rural working group and producer participation.
Creative Europe / Culture Moves Europe	Cultural association or consortium, often as partner first	Legal host entity, partner profile, cultural calendar, selection criteria.
Erasmus+ / education and training	Association, school, training body, university, Comune in some roles	Education partner lead, learning objectives, partner search profile.
Invitalia / Resto al Sud / ON Nuove Imprese	Private entrepreneurs, youth/women-led firms, eligible entities	Business clinic, applicant screening, referral to qualified advisors.
Conservancy / sponsorship / donations	Association, foundation, or approved local entity	Public donor rules, annual report, sponsorship menu, maintenance agreement.

## 12. First 90 Days

1. Confirm the next-document sequence and adopt a simple Guardia 2035 document index so every draft has a number, title, date, and status.
2. Create a small provisional Working Group with named seats and a 90-day mandate.
3. Assign one person as interim coordinator until a formal coordinator is appointed or contracted.
4. Approve a one-page project-sheet template for every proposed project.
5. Prepare the two most urgent project sheets: Access, Parking, and Mobility Feasibility Plan; Guardia Launch Platform and Creative Quarter Pilot.
6. Create a draft public dashboard with project names, lead, cost range, funding target, status, and next action.
7. Begin a property-readiness checklist for one-euro houses and abandoned/underused spaces.
8. Create a target partner list for universities, cultural networks, training bodies, GAL/CSR, and business-incentive support.
9. Draft conflict-of-interest and transparency rules before any property promotion or funding decisions are made.
10. Schedule the first public update meeting or online briefing for residents, owners, associations, and interested partners.

## 13. Twelve-Month Governance Roadmap

Period	Governance milestone	Practical output
Months 1-3	Provisional Working Group and interim coordination	Roster, meeting rhythm, project-sheet template, first two project sheets, dashboard draft.
Months 3-6	Coordinator role defined and funded if possible	Job/contract scope, grant calendar, partner packet, property-readiness process.
Months 6-9	Pilot implementation structure	Open-studios pilot plan, coworking pilot, rural innovation week concept, contractor registry.
Months 9-12	Permanent structure options review	Legal memo or professional review of conservancy/foundation/association/authority options.
End of Year 1	Public annual report	Projects advanced, funds pursued, partners contacted, events held, maintenance priorities, next-year budget.

## 14. Risk Controls

Risk	How it could damage the program	Control
Overpromising the 1 EUR house story	Attracts attention but creates backlash when costs, stairs, legal issues, or obligations become clear.	Use honest FAQs, readiness labels, and realistic cost/access information.
Perception that plan benefits only outsiders	Local residents may oppose or ignore the program.	Prioritize local quality of life: access, maintenance, trades, jobs, public spaces, services, youth opportunities.
Volunteer burnout	The plan depends on a few people and collapses when they stop.	Create coordinator role, short mandates, written procedures, and clear deliverables.
Conflict of interest	Property, contracts, rentals, consulting, or grants could appear unfair.	Adopt disclosure rules, recusal rules, published criteria, and public reporting.
Grant chasing without strategy	The town pursues random calls instead of coherent projects.	Use project sheets and funding matrix from Document 3.
Maintenance ignored	Visible improvements decline and trust is lost.	Create conservancy/maintenance structure from the beginning, not after construction.

## 15. Recommended Adoption Language

The following language can be adapted for discussion, not used as final legal text without review:

Guardia Sanframondi should establish a provisional Guardia 2035 Working Group for the purpose of coordinating research, project development, public communication, partner outreach, and funding readiness related to historic-center revitalization. The Working Group should operate transparently, publish basic project information, avoid conflicts of interest, and support the Comune, associations, residents, businesses, universities, property owners, and funding partners without replacing lawful municipal decision-making procedures. Within the first year, the Comune and community should evaluate whether a more permanent conservancy, foundation, association, or formal authority is appropriate to support maintenance, fundraising, programming, and long-term continuity.

### Source Base and Continuity Notes

This document builds on the Guardia Sanframondi 2035 handoff packet, Document 1 Research Dossier, Document 2 Executive Summary and Strategic Framework, and Document 3 Funding Matrix and Capital Stack Strategy. It preserves the core conclusions that the one-euro house program should be a gateway, that access and parking are central constraints, that artists and agriculture should be connected to year-round economic life, that trades capacity is a bottleneck, and that long-term maintenance must be built into the governance structure from the start.

- Document 1 established the funding, partnership, workforce, and implementation research base.
- Document 2 translated that research into strategic pillars and immediate top projects.
- Document 3 matched those projects to funding lanes and capital-stack logic.
- Document 4 defines the practical structure needed to coordinate those projects and keep the program credible.