

Retreat -Eagles Nest Community Center 3/17/18

Intro/Goals

Why do you volunteer?

- Love for the Wilderness/to give back (x7)
- Stand up for Wilderness Values
- Meeting like-minded people
- Clear Trees (x2)
- Protecting Wilderness (X2)
- Educate on wilderness & trail etiquette(x3)
- Help the public
- Engaging others

What do you want to get out of workshop?

- Settle on Stuff (x3)
- Disagreement/Establish cohesiveness
- Reset of Organization
- Define Expectations
- Prioritize Task (x2)
- Set Goals
- Connect with People
- What is the level of commitment?
- Learn more & opportunities (x2)2
- Review SWOT
- More Structure in Org (x2)
- What is our future/Past?

What is Successful Day?

- Defined Roles & Responsibilities
- Get Cohesive/Team Spirit
- Renewal
- List of To-dos
- Learn how to help Group
- Better Direction
- What can I do?
- What vision/mission?
- Improve Structure
- How do we Team!

World of Non-Profit

Revolving Circle: Mission, programs, SWOT, Volunteers, Board Governance, Marketing, fundraising, operations

Mission/Programs

Mission of FENW:

1. Stewardship of the wilderness in Eagle/Summit
2. Educate the Public on Wilderness
3. Support USFS in their mission
4. Advocate for Wilderness Values/ Responsible use of the land
5. Promote Volunteers

Programs: Rangers, Trail Maintenance/trips, noxious weeds, Advocacy, Crosscut saws, fundraise, education, fund USFS, communications, signage, partnerships, develop skills

SWOT

Strengths:

1. Multi-use of loans
2. Doing trail maintenance & patrolling
3. Supporting Multi-Counties
4. Work well with the USFS to Buy & Install Signage

5. Volunteerism with board
6. Savings
7. History
8. Passion for Wilderness
9. Partner Well
10. Have Fun

Weakness:

1. Meeting Outreach
2. Lack of Board/Program Structure
3. Lack of organization subcommittees
4. lack of volunteer numbers
5. rumination/circular/"3c's"
6. Lack of focus at times
7. poor branding/messaging
8. clarity within board on rules
9. undefined responsibilities
10. think big lacking
11. lack of major funding

Opportunities

1. Set a new direction/reset
2. Volunteerism- Patrols/Trail Work
3. Funding USFS FT Ranger/LOE
4. Funding Material
5. Donation/CF
6. Visibility/Stance
7. Education/LNT
8. Collaboration - FDRD/NWSA
9. Increase local education/training CMC..Via grants

Threats

1. Getting front rangers to join
2. Diversity (Age/Gender/Ethnicity)
3. Confusion of role
4. Ourselves if we don't embrace change
5. Increase in public visitors
6. lack of education
7. lack of Govt. support
8. lack of communication of our programs to outside market group
9. the loss of relevance of wilderness
10. competing for volunteers/grants & donations
11. lack of diversity of programs
12. confusion with FDRD & missions
13. Challenging with younger families

Volunteers/Members

Volunteer Definition:

- Volunteers/Patroller
- Volunteer Wilderness Rangers
- Trained/Uniformed (4 Days)
- Volunteers Cross Cut
- Has been subset in past
- could be open to all in future
- training required
- Volunteers with trail Projects
- No Training for new people
- Team lead needs Training
- Stamp lickens
- Donors & others

Recipients (Email, Facebook, track)
Volunteers Patrollers: (volunteer wilderness Rangers,
Trained/uniforms 4 days)
Volunteers Cross Cut (Training Required)
Volunteers on Trail Projects (No training, Team lead needs
training)
Volunteer Basic (Stamp lickens and assist with events)
Donors & Others

Member definition:

- Member Defined
- Member=\$25 +/- a year
- Role of Member
- Friend (Interested Person)
- Member (\$10)
- Trail project lead/volunteer
- Summer /Winter Volunteer
- Major Donor (\$250)
- Corporate (\$1000)
- Member pays \$25 a year annually (should we give them a sticker/schwag?)

Bylaws

Bill will draft up a motion by next meeting that members should not vote for board

Board Recruiting

(Expectation of 6 hours a month from board members. Chris will help with fundraising)—>Discussed the roles & responsibilities of board members with a comparison to IOWA.

(Need help: newsletter, social media, volunteer coordination, trail projects, website, sawyer coordination, grant writing, tool management, invasive weeds, outreach coordination & marketing)

Board on Boarding

- 6 hour/month commitment?
- Roles/Responsibilities
- Job Description
- Help on Board
 - Newsletter > Maybe not onboard
 - Social Media
 - Volunteer Coordinator/Patroller
 - Succession Plan

IPWA has a code of conduct for board members (min hours of work, timeframe of response to communication, respect amongst board members and general harassment/confidentially protocol, compliance with law, providing oversight for the organization, and promote, participate & support others in fundraising)

Bylaw discussion? IPWA only has the board members vote. They elect chairs every year and the board votes on the person (they vote in Nov for the upcoming year). They put a term limit on the chair (i.e. president) that they can serve up to four 1-year terms. After that term, they decided that he/she could

not serve on the board. They wanted that fresh turnover. IPWA does training in June and an end of year picnic/meeting in October.

Endowment:

FENW has roughly around \$25K in the bank and we are not earning interest. Bill discussed ways to earn more interest. For example; a CD will pay 1-2% interest but if you take your money out early, you have to pay a fee. The term is called laddering up; in the coming future the interest paid on the CDs will be going up as interest rates & inflation goes up. TSF has an endowment fund in which a number of organizations pool their money together for maximum returns. Bill, Ken, and George will be meeting with them to discuss options they can offer us; TSF goal is 6.5% a year and naturally, the risk is a little higher than with CDs. Their data show that they have roughly a 53% chance of meeting this target over 10 years. Action: Bill, Ken, and George will be meeting with TSF and local banks to figure out what the best option for FENW is moving forward and to recommend a financial plan. Chris felt that we should have a budgetary meeting to decide what we need to keep in the bank, what we should target for fundraising.

Noxious Weeds

-NFS wants to ensure that noxious weeds is something FENW is still committed to pursuing. Due to regulations, permits, etc. sending out a volunteer with a spray pack just is not possible anymore. How do we educate people on what is proper to hand pull and how to dispose of them? Maryann brought up history of noxious weed removal and what they had done in the past. Cindy brought up that there are forest service database that track noxious weeds and that they work in partnership with their specific range managers. There is many legal ramifications of spraying herbicides in national forest that the liability and risk is huge. Maryann & Jim will get rolling on noxious weeds (Maryann mentioned she would be traveling a lot this year so it will be more about planning for 2018/2019. *How can we assist people in identifying the infestations so they can communicate these back to proper representatives?*)

Bulletin Boards

- NFS is transition to new boards & kiosks and they are fairly standardized. Mike & Cindy have a little freedom to choose different options depending on what/where the area is. NFS is trying to get away from have 20 things stapled to the kiosk and these panels will be a better look and more focused at effectively providing the information.

Advocacy Education

Dan thought it would be best to focus FENW advocacy on local issues . Consider partnership coordinator (Sierra club, rocky mountain youth corps, etc.) and lending our official title to issues outside of our scope. There are two new housing developments going in right next to the Eagles nest wilderness, trying to get information about wilderness that we could get to realtors in the housing closing packet. Jim mentioned that it might be beneficial to do some events on the Front Range (Dan follow up with him)

Name Change

Tim discussed his different ideas on name changes. Follow up with Currie about history of FENW (Gonzo Journalist, pilot who flew into NY Mountain). Moved to action/parking lot as this will be a drawn out process

Wilderness Rangers

Ken handed out a document with FENW volunteer ranger numbers and thinks we should increase the number of our volunteer rangers for maximum impact. Currently we ask our rangers for four 4-hour hikes. Frank mentioned that FENW owns a few different trail counters. Tim will get a note in papers to assist with recruiting and Tim will create a recruitment-training flyer, Jim will put flyers up at REI in Silverthorne and Front Range. Ken & Mike will work on promoting bring a friend policy with current rangers.

Fundraising Sponsors

-Why are we raising money?

-Support Programs

-Prioritize Items

-Create a Goal!

-Notecards?

-Thank you cards?

Fund Rocky Mountain Youth Corps'

-Focus on FENW Goals

What are we raising money for? (Refer to programs list that was created in beginning) / Chris will create a fundraising plan and Laurie will work with Chris to cover topics that should be highlighted. IPWA only does fundraising in November & December and sends out a holiday card highlighting all of their accomplishments. They do a photo contest every year from all their members and send out the winner picture in cards. Should we set a goal for yearly fundraising? Chris created a business tracker that keeps track of their donations (also created an individual one). Chris discussed his history of sales and cold calling and that he is optimistic. He mentioned that when we are receiving donations that we should consider doing press releases for larger donations. Chris feels that it creates a circle of continuous improvement as the community sees a company donate to FENW and helps repeat the cycle. (People do not give to you, they give through you)

-Mike felt that FENW should clearly indicate what our focus is to separate from our competitors

Grants

Mike/Cindy would like a point person for grants. We need to organize our grant process so we are not butting up to deadlines and turning in our applications in early. There is lots of opportunity out there and we need to round up more vendors who are providing grants to maximize. FENW has typically relied on the FS to make us aware of the grant and to write it so we can share this process. Bill will take on this project. Dan follow up with Maryann on Grant writing

Summary

Where do we need help?

1. Newsletter / Marketing / Press Releases
2. Social Media
3. Volunteer Coordination
4. Trail Projects
5. Website
6. Sawyer Coordination
7. Grant Writing
8. Tools Management
9. Invasive Weeds (Maryann/Jim)
10. Outreach Coordination
11. Atty (sp?)
12. Partner (?)

ACTION ITEMS:

1. Complete FENW Job Descriptions (Bill)
2. Board Packet (Maryann)
3. Change bylaws to not have members vote for board (bill)
4. Create a fundraising plan (Chris/Laurie)
5. Bill, Ken, and George will be meeting with TSF and local banks to figure out what the best option for FENW is and will recommend a financial investing plan
6. Create trail project blurb for Cindy (Tim)
7. Note in Paper for Recruiting(Tim/Maryann)
8. Flyer for recruiting (Tim)
9. Front Range Recruiting (Jim)
10. Volunteers - Get a FR/Fund (Ken/Mike)
11. Draft proposal for handling advocacy issue within eagle & summit vs. outside these counties
12. Name change moving forward & branding (Tim)
13. Meet with Summit Foundation and come up with a financial plan(Bill)
14. Complete 2018 budget (Chris)
15. 2018 plan for invasive w/ USFS(Jim, Maryann, USFS)
16. USFS Update on WSP(USFS) Plan-Present to Board
17. USFS-Go to Bill B to do Grants NWSA, NFF (4/15)
18. Dan-Find Grant Writing Course

Parking Lot:

- Ranger vs. Patroller definition
- What do you want to give members (stickers, clothes, hats, etc.?)
- Should volunteers pay dues?
- How do we treat large donors?
- Name Change
- How do we track hours for annual report & USFS record keeping?
- Go through bylaws, possibly plan on reviewing
- Talk about potentially doing a card for members with member pictures
- Advocacy in meeting
- 25th anniversary planning
- Dan will locate different grant writing courses

Hi – I am working on proposed **changes in the FENW bylaws** as a discussion topic at the retreat on March 17. I summarize below my suggestions – six proposed changes plus three issues that I propose not to address at the present time. They are ranked in order of importance, as I see them.

I hope that we can engage in a written conversation via boss@fenw.org before the Retreat, so that discussion during the Retreat can be kept as short as practicable.

In case you like raw data, I have attached the current bylaws (10 dense pages, with important parts highlighted). It is preceded by a 3 page summary. This attached file is also available in the FENW archive at http://www.fenw.org/img/archive/bylaws_summary_highlighted_2018.pdf.

Thanks, and I hope to hear from you,

Bill

1. Who can vote? Currently, the BOD is supposed to be elected by the *members* (i.e., anyone who pays annual dues – we have about 100). Meetings require a majority of *members* for a quorum; all members must be informed by first class mail of the annual meeting; the secretary must provide a list of eligible members (i.e., those who can vote) at the annual meeting.

None of these things have transpired in the three years that I have been on the BOD, and it is entirely understandable – the complexity of keeping the list of active members, notifying them, and making sure that people voting are active members is mind-boggling, especially for a small organization like ours.

I propose that *only BOD members can vote*. Members “will be encouraged to give their views on the organization and its operations to Board Members and the group as a whole.” (from PWV bylaws) Adoption of this change will result in the deletion of nearly all of Article II of the current bylaws.

2. Article I is in need of attention; it begins “The purpose for which the corporation is formed is to administer the affairs of the to raise money, goods and services exclusively for educational purposes....”

3. Clean up and update meeting arrangements. Now, the secretary has responsibilities for contacting people via first class mail, for recording dates of record, and other chores that seem onerous and outdated.

In addition, voting procedures should be simplified: presently, BOD members and Officers are elected at two separate meetings – the Annual Meeting, followed by the “Organizational Meeting”.

I propose that the BOD elects both BOD members and officers at the regular October Planning Meeting, and that terms of office begin on January 1. In this way, the Annual Meeting is freed from much of its formal business, and we can focus on having fun.

4. Change President to Chair. In most organizations, a president holds distinct responsibilities in managing staff. In an all-volunteer organization like FENW, there is no way that a president can be held responsible for lack of performance by others. The head of the BOD – the Chair – is a more appropriate title.

5. Drop the word “the” from our name. Currently, we are Friends of *the* Eagles Nest Wilderness. Almost no one refers to us by that; we should officially become Friends of Eagles Nest Wilderness.

6. Define the Executive Committee: State explicitly that day-to-day management, including coordination of committee activities, is the responsibility of the Executive Committee, comprising the Officers and USFS reps (Chair, Chair-Elect, Most Recent Past Chair, Secretary, Treasurer, and the USFS Reps). The Executive Committee also negotiates agreements with third parties (e.g., USFS MOUs), for approval by the Board.

I recommend that the 3 issues below NOT be addressed with changes in the current bylaws at the present time.

7. What is a member? Is it different than a donor? At present, anyone who pays annual dues is a member. I propose that we keep this definition. There is no simple way to distinguish between members and donors; for example, neither has any special rights, privileges, or responsibilities. If someone gives us money (any amount), they are a donor. If dues are \$25, then anyone giving us that amount or more is both a donor and a member for a year.

8. BOD term limits. The current bylaws say nothing about term limits for regular (non-officer) BOD members. At some point, we should probably institute term limits (e.g., 3 years, with the ability to rejoin the BOD after sitting out for a year - that's what PWV does). However, we are probably too small to initiate such a plan at the present time; we lack a pool of qualified BOD candidates.

9. Advisory Board (AB): The ability to avail ourselves of advice and experience from former BOD members, community leaders, and others could be useful. At PWV, AB members do not hold their own meetings, but are encouraged to attend regular planning meetings (and they do, but they do not vote). It may be premature for us to set up an AB at the present time.

FENW Retreat/Workshop 2018

Our intensive, exhilarating, productive retreat, which lasted seven hours, including a working dinner, provided us with a wealth of information and common opinions, which will form the basis of our going forward through the next several years. It all was achieved thanks to the generous participation of our facilitator, **STUART DODD**, Chair of the Indian Peaks Wilderness Alliance

59 images

Then entire FENW board plus a number of interested volunteers, attended.

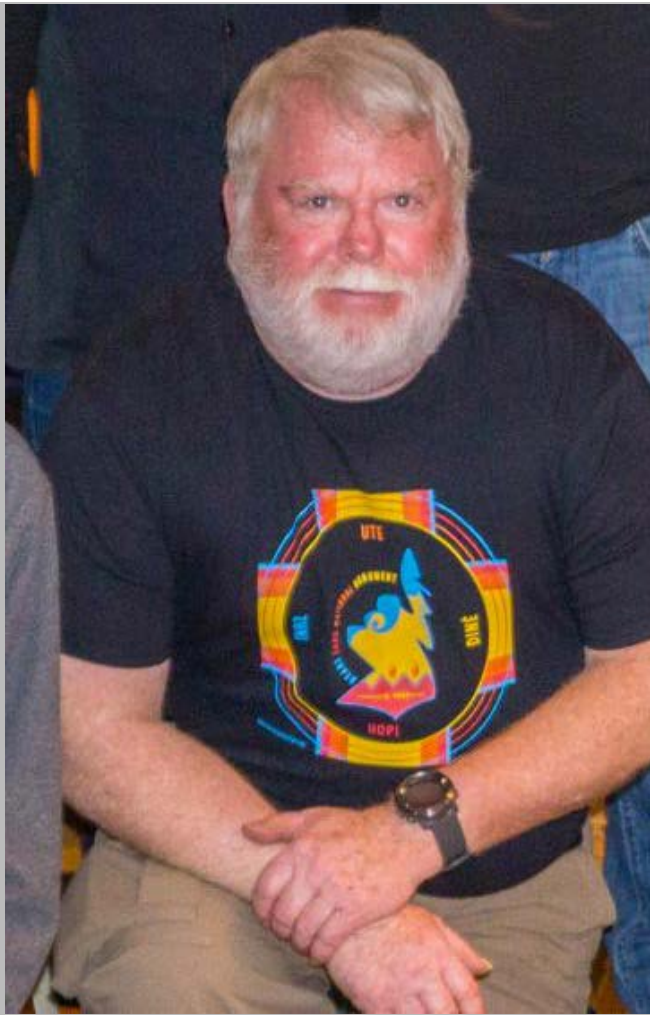
Back: Dave, Kate, Mike, Ken, Stuart, Maryann, Jim, Joan, Chris, Dan. Front: Frank, Currie, Tim, Laurie, Cindy.



1. Our venue was the beautiful Community Center of the Eagles Nest Home Owners Association in Silverthorne, CO



2. We are here thanks to this man - John Currie Craven - and a couple of his buddies, who founded Friends of Eagles Nest Wilderness twenty-four years ago.



3. A new era for FENW is heralded by our new President, Tim Dreshcer



4. Stuart Dodd challenged us, goaded us, humored us through the afternoon and into the evening as an electrifying facilitator.



5. The entire FENW Board was present, as well as a number of interested volunteers, fifteen altogether.



6. Ken & Stuart



7. Stuart & Maryann (it was St. Patrick's Day, which explains Maryann's headdress)



8.



WORLD OF NON-PROFIT

- Mission
- Operations
- Problems
- Functions
- SWOT
- Volunteering
- Board Governance



11. Only one attendee wanted out...



12.





14.





16.



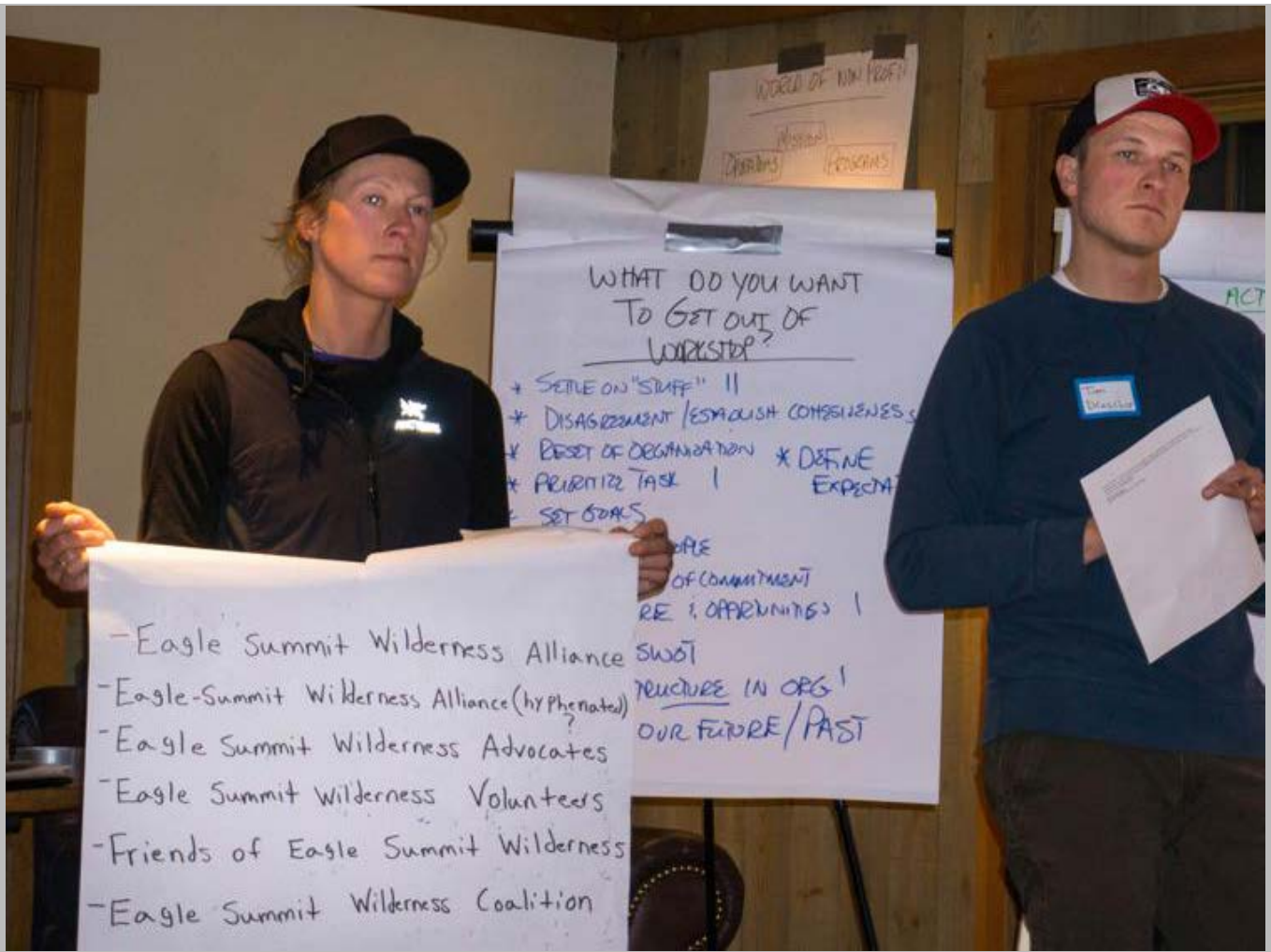
18. Dave



19. Dan



21. Kate and Tim discuss a name change



22. Jim & Dan



23.





25. Cindy, Laurie, Jim, Dan, Ken, Maryann



26. Frank, Currie, Chris, Joan, Dave, Mike



27. DINNER!



28. Bill & Cindy



29.



30. Frank & Kate



31. Cindy & Chris



32.



33.



35.



36.



37.



38.



40. Here are most of the flipcharts that Stuart generated. They are not sorted now, but will be...

* MULTI USE OF LANDS

STRENGTHS

* ~~IMPROVED DIVERSITY - AGE / GENDER~~

* DOING TRAIL MAINTENANCE WELL

* " TRAIL PATROLLING WELL

* SUPPORT MULTI COUNTIES

* WORK WELL W/ USFS TO BUY [?]

INSTALL SIGNAGE

* VOLUNTEERISM W/ BOARD

* HUGE BANK ACCOUNT

* HISTORY

* PASSION FOR WILDERNESS

* PARTNER WELL

* HAVE FUN



* ↑ SET A NEW DIRECTION / RESET
OPPORTUNITIES

* ↑ VOLUNTEERISM - PATROL / TEAMWORK

* ↑ FUNDING USES FT RANOSER / LOE

* ↑ FUNDING MATERIALS

* ↑ DONATION / CF

* ↑ VISIBILITY / STATURE

* ↑ EDUCATION / LNT

* ↑ COOPERATION - FORD / NWSA

* ↑ LOCAL TRAINING CMC...
VIA GRANTS

- * MARKETING OUTREACH / PRESS RELEASE
- ## WEAKNESSES
- * CHALLENGING BYLAWS
 - * LACK OF BOARD / PROGRAM STRUCTURE
 - * LACK OF ORGANIZATION SUB-COMMITTEES
 - * LACK OF VOLUNTEERS NUMBERS
 - * RUMINATION / CIRCULAR / "3C's"
 - * LACK OF FOCUS AT TIMES
 - * POOR BRANDING / MESSAGING
 - * CLARITY WITH BOARD ON RULES
 - * UNDEFINED RESPONSIBILITIES
 - * THINK BIG LACKING
 - * LACK OF MAJOR FUNDING

- * MULTI USE OF LANDS
- ## STRENGTHS
- * ~~IMPROVED DIVERSITY - AGE / GENDER~~
 - * DOING TRAIL MAINTENANCE WELL
 - * " TRAIL PATROUNING WELL
 - * SUPPORT MULTI COUNTIES
 - * WORK WELL W/ USFS TO BUY $\frac{1}{2}$
 - INSTALL SIGNAGE
 - * VOLUNTEERISM W/ BOARD
 - * HUGE BANK ACCOUNT
 - * HISTORY
 - * PASSION FOR WILDERNESS
 - * PARTNER WELL
 - * HAVE FUN

MISSION OF FENW?

- STEWARDSHIP OF WILDERNESS
IN SUMMIT / EAGLE COUNTRIES
- EDUCATE PUBLIC WILDERNESS
- SUPPORT USES IN THEIR MISSION
- ADVOCATE FOR WILDERNESS VALUES
& USE OF LAND: NEW WILD.
RESPONSIBLE
- PROMOTE VOLUNTEERS

GROUND RULES

- * HAVE FUN!
- * SILENCE CELL PHONES
- * BE ENGAGED
- * MORE "YES"; LESS "NO"
- * BE ON TIME
- * LISTEN / LISTEN / LISTEN

WORLD OF NON PROFIT

MISSION

OPERATIONS

PROGRAMS

FUNDRAISING

SWOT

MARKETING

VOLUNTEERS

BOARD
GOVERNANCE

WHAT DO YOU WANT TO GET OUT OF WORKSHOP?

- * SETTLE ON "STUFF" !!
- * DISAGREEMENT / ESTABLISH CONSENSUSES
- * RESET OF ORGANIZATION
- * PRIORITY TASK | * DEFINE EXPECTATION
- * SET GOALS
- * CONNECT W/ PEOPLE
- * WHAT IS LEVEL OF COMMITMENT
- * LEARN MORE i. OPPORTUNITIES |
- * REVIEW SWOT
- * MORE STRUCTURE IN ORG |
- * WHAT IS OUR FUTURE/PAST

WHAT IS A SUCCESSFUL DAY

- * DEFINED ROLES / RESPONSIBILITIES
- * GET COHESIVE / TEAM SPIRIT
- * RENEWAL
- * LIST OF TO DO'S / CONCRETE
- * LEARN HOW TO HELP GROUP
- * BETTER DIRECTION
- * WHAT I CAN DO
- * WHAT VISION / MISSION
- * IMPROVE STRUCTURE!
- * HOW DO WE TEAM!

AGENDA (#2)

- 6:00-6:15 ADVOCACY/EDUCATION
6:15-6:30 NAME CHANGE
6:30-6:45 BREAK
6:45-7:00 WILDERNESS RANGERS
7:15-7:30 FUND RAISING-SPONSORS
7:30-7:45 GRANTS
7:45-8:00 SUMMARY | WHERE
WE ARE GOING

AGENDA (#1)

1:00 - 1:30	INTRO / GOALS
1:30 - 2:00	MISSION / PROGRAMS
2:00 - 2:30	SWOT
2:30 - 3:00	VOLUNTEERS / MEMBERS
3:00 - 3:15	BREAK
3:15 - 3:45	BY LAWS
3:45 - 4:15	BOARD RECRUITING
4:15 - 4:45	BOARD ON-BOARDING
4:45 - 5:30	DINNER
5:30 - 5:45	NOXIOUS WEEDS
5:45 - 6:00	BULLETIN BOARDS

INTED

- 1) NAME
- 2) WHY YOU VOLUNTEER
- 3) WHAT DO YOU WANT TO
GET OUT OF WORKSHOP
- 4) WHAT DOES A SUCCESSFUL
WORKSHOP LOOK LIKE

WHY YOU VOLUNTEER?

- * LOVES WILDERNESS / GIVE BACK ~~!!!~~ ||
- * STAND UP FOR WILDERNESS VALUES
- * FUN MEETING PEOPLE
- * PROTECTING WILDERNESS ||
- * CLEARERSES !! ||
- * EDUCATE OTHERS ON WILDERNESS |||
- * HELP PUBLIC ? RESPECT |||
- * IF YOU CARE / ENGAGE

NEED HELP...

- * Newsletter / meet / PRESS RELEASES
- * Social media
- * Volunteer coord
- * Trail projects
- * website
- * Sawyer coord.
- * GRANT WRITING
- * TOOLS Mgmt
- * INVASIVE WEEDS
- * OUTREACH COORD

MISSION OF FENW?

- STEWARDSHIP OF WILDERNESS
IN SUMMIT / EAGLE COUNTRIES
- EDUCATE PUBLIC WILDERNESS
- SUPPORT USES IN THEIR MISSION
- ADVOCATE FOR WILDERNESS VALUES
& USE OF LAND: NEW WILD,
RESPONSIBLE
- PROMOTE VOLUNTEERS

ACTION ITEMS (1)

- * COMPLETE FENW JOB DESCRIPTIONS (BILL)
- * BOARD PACKET (MARYANN)
- * Δ BYLAWS TO NOT HAVE MEMBERS
VOTE FOR BOARD (BILL)
- * CREATE FUND PLAN (CHRIS) ~~FOR~~ LAURIE
- * CREATE TRAIL PROJECT/BLURB
FOR GINDY (TIM)
- * NOTE IN PAPER ON RECRUITING (TIM)
MARYANN
- * FLYER FOR RECRUITING (TIM)
- * FRONT RANGE RECRUITING (TIM)
- * VOLUNTEERS - GET A FRIEND (KEN /
MIKE)

ACTION #2

- ~~MEET~~ MEET W/ SUMMIT FOUNDATION:
COME UP W/ FINANCIAL PLAN (BILL)
- COMPLETE 2018 BUDGET (CHRIS)
- 2018 PLAN FOR INVASIVE
W/ USFS (JIM; USFS)
... 2019 MARY ANN
- USFS UPDATE ON WSP (USFS)
PLAN - PRESENT TO BOARD
- USFS - GO TO BILL B TO DISCUSS GRANTS
NWSA, NFF (4/15)
- DAN - FIND GRANT WRITING COURSE

ACTION ITEM #3

①

DRAFT PROPOSAL FOR HANDLING
ADVOCACY ISSUES W/IN SAGE/2/SUMMIT ;
OUTSIDE SUMMIT COUNTY (TIM)

NAME CHANGE ; MOVING FORWARD (TIM)
↳ BRANDING . . .