



Strategic Planning Session

December 1, 2007

9 am – 5 pm

Attendance: Facilitator-- Steve Lewis, UNCE; FBRHR board-- Will Roger Peterson, James Kudrna, David Friedman, Margie Reynolds, Norvie Enns, James Linebaugh, David Book; FBRHR staff-- Matthew Ebert; NOS/Americorps-- Ellen Kunz; BLM-- David Lefevre, David Cooper.

Agenda:

- I. Introduction, “Collaborative Way”
- II. Review Accomplishments
- III. Vision Work
- IV. Goal Statements
- V. 2008 Objectives
- VI. Actions
- VII. Self-Commit to Actions
- VIII. Review Mission(s)
- IX. Board Member Roles

Minutes:

- I. “Collaborative Way” introduction, Will Roger Peterson, FBRHR President:
  - Will Roger discussed the basic tenets of the “Collaborative Way,” including clear focus, listening, speaking straight, being for each other, honoring commitments, and appreciation (w/o intentional spontaneity).
- II. Review Accomplishments:
  - A. \$10,000.00 + in the bank
  - B. Commitment from BLM
  - C. Program Support
  - D. Conservation Projects
  - E. Broad-based organization representative of multiple interests
  - F. Office in Gerlach – on-site presence
  - G. 2<sup>nd</sup> year management of Visitor Contact Trailer
- III. Vision Work:
  - A. Components:
    - Management of Resources and Uses
    - Responsible Recreation for Multiple Uses
    - Public Outreach/Education: educated visitor appreciation = less damage; messaging
    - Stewardship/sense of ownership through volunteerism

VISION: (This needs to be completed)

“A historic productive landscape that people connect to, protect appreciate its uniqueness in the world.”

“Sustainable stewardship inspired by respect for the multi-uses in the NCA”

“People connected with a historic, productive (useful, working) landscape, appreciated and protected for its uniqueness in the world.”

“Inspiring stewardship in a multi-use landscape rich in history, agriculture, and wildlife.”

“Fostering stewardship of unique historic landscapes with multiple uses through service, education, and outreach.”

IV.Goal Statements: In 20 years, what [condition] would you like the Friends group to be known for creating?

Protect last remnants of Emigrant Trail  
Preserving the uniqueness of the BR/HR NCA  
Protection of all resources in the area  
Producing resources – Wild Horse AMLs  
Restoration (in part) and preservation of BR/HR experience  
Improve Soldier Meadows Road, High Road to Jungo  
Preservation of the historic agricultural & ranching activities of the area  
Completing numerous repairs of water project to allow wildlife to return to historic levels

Public campground run by Friends adjacent to NCA  
Diverse series of guided and self-guided interpretive tours  
Road designation easy to understand (roads with maps)  
Managing the many diverse activities in the NCA  
Ongoing organized outings  
Sustainable responsible recreation opportunities  
Library, museum, map room

Aura of “wow” w/ land even w/ increased number of people  
Respect and appreciation for NCA & wilderness resources  
Instill appreciation for the area  
When the pavement ends the experience begins-- protect, respect, survive.

FM Radio Education  
Educating and interpreting for visitors to the NCA  
Provider of primary public information in the region  
Outreach to all user groups, bringing them together  
Innovative and effective outreach for lands of increasing use

Volunteer pool for needed projects  
Volun-tourism in the NCA  
Increase in outreach through volunteer conservation events/fundraisers  
Economic sustainable organization

Goal Categories: A) Sustainable Funding, B) Volunteer Development, C) Increased Membership, D) Public Relations/Outreach, E) EcoMuseum/Headquarters, F) Projects. (NOTE: these categories were also developed in the May 2007 mini-strategic planning session)

V. - VII. 2008 Objectives: Select/Claim 2008 Objectives; rewrite into measurable objectives; draft action steps needed to accomplish objectives

A. Sustainable Funding:

5 year goals:

- \* \$500,000 annual operating budget by 2012
- \* staff, operating
- \* establishment of a foundation in support of the NCA – with Friends being main benefactor

2008 Goals:

- \* Hire an executive director at annual meeting, no later than September '08 – Will Roger
- write job description – BY WHEN?

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- \* Hire a volunteer coordinator in Jan '08 – Metric
- created job description with Will Roger for VISTA -- done
- created performance measures with Milton/NOS – done
- post opening to list provided by Stephanie Lefevre (plus others) – 12/7/2007
- receive and review applications, select applicant by 12/24
- develop vol. coord. workplan – 12/24
- outline volunteer management plan 1/10/2008
- post job description, etc. on website – December 7, 2007
- [see “Volunteer Development” goal for more]

- \* FM program director position – Metric [future board member – Wayne de G.?)
- Bill Carson to provide weather advisory plan – 1/15/2008
- research potential VISTA support, summer 2008 – 1/10/2008
- Wayne invited to Dec. 15 board meeting
- develop list of potential programs – 1/10/2008
- develop list of human resources – 1/10/2008
- submit Granite tower site BLM application, prepare modification of FCC application – 2/1/08
- research license, equipment requirements – 3/1/2008

- \* Obtain a fund raising coordinator/committee (includes grant writing) – Margie – board member should chair (future board member?)

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- \* Define board member roles and responsibilities – compile board member manual – Will Roger
- Metric provided example board officer job descriptions, “board roles and responsibilities” in on-line “board book”
- create job descriptions – BY DATE?

- \* Fill board vacancies, consider touring, OHV, or other groups, people able to help – Will Roger
- BY WHEN?
- form committee?

- \* Sale of merchandise (publications/budget) – Metric, Bill Carson
- Bill Carson new merchandise in Yahoo store -- done
- Bill Carson establish Cafe Press with new logo – 12/15/2007

- Metric 2007 merchandise report – 12/30/2007
- Bill Carson internal “drupal” store – 1/10/2008
- compile list of other books, maps to sell – 2/1/2008

- \* Determine feasibility of establishing a foundation/trust/endowment – Dave Friedman/Will Roger
- BY WHEN?

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- \* Conduct audit/pay taxes – Dave Friedman/Metric
- Metric Quickbooks training with NOS bookkeeper – 12/10/2007
- DF identify legal requirements – BY WHEN?
- DF ID operation budget –
- DF ID fiscal liability –
- DF ID timeframes for taxes –
- DF determine inconsistencies –
- DF fiscal operating procedures –
- Dave Cooper: quarterly reporting responsibility for BLM Assistance Agreement – Metric

- \* Establish a bookkeeping system – DF/Metric
- change US Bank signers – 12/24/2007 DF
- create backup docs for Metric payments, travel, Metric – 12/15/2007

## B. Volunteer development

5 year goals:

- \* Develop a volun-tourism program
- \* Coordinate all volunteer groups from multiple organizations, bring together develop an annual activities schedule

2008 Objectives:

- \* Develop volunteer management plan – Ellen Kunz/Metric (w/ volunteer coordinator)
- \* Solicit ideas for volun-tourism projects --
- develop volunteer management plan outline, Metric – 1/10/2008
- create comprehensive 2008 projects schedule, Metric – 12/15/2008
- improve database to target volunteers – BC, 12/24/2008
- list of groups to approach for specific projects
- \* Develop list of NCA 2008 projects -- Dave Lefevre – BY WHEN?
- \* Work with Holly Palmer, volunteer coordinator NOS
- \* Identify Resource contacts – Jim Kudrna --

## C. Increased Membership

5 year goals:

- \* 1500 members by 2012
- \* increase membership rates
- \* retain members

2008 Objectives:

- \* 500 members by 2008 – Jim Kudrna, Metric [w/ volunteer coordinator]
- develop campaign to database non-members – 3/1/2008
- brochure distribution plan/schedule, Margie – 3/1/2008? (see outreach)

-- recruitment efforts at events

\* explore ways to give free or reduced price membership [how does this meet “increased membership rates” goal?]

-- instituted honorary membership for 8+ hour volunteers, September 2007

\* establish (articulate) “what's in it for me?” by becoming a member – Margie

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\*define ways to reach out to hunters --

#### D. Public Relations/Outreach

5 year goal:

\* 50% of visitors have Friends name recognition in gateway communities and region

\* not to be perceived as increasing tourism

\* establish FM radio station

\* incorporate logo and tagline in appropriate locations

\* identify other outreach venues (publications, etc.) to be mentioned in or contribute to

2008 Objectives:

\* plan to partner with gateway communities and all gateways

– BY WHEN?

\* make plan for annual events

-- B

\* reinforce message at Empire Store

-- prepare equipment grant request for NCOT – January 28, 2008

-- map, brochure rack

\* establish FM radio on website – Metric

-- create web page to invite interest, post updates – 12/15/2007

[see FM program director position in Sustainable Funding]

\* develop “road show” for volunteers to use

-- possibly with NCOT?

\* schedule and program for brochure distribution – Margie

-- compile list of locations

-- create schedule for regular restocking

-- find volunteers to fill out schedule/create location contacts

\* develop TV spot – Margie

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[Jeep Tread lightly videos on website – Metric]

#### E. EcoMuseum/Headquarters

5 year goals:

\* capital campaign underway

\* operating store staffed, w/ merchandise

\* own property facility occupied with BLM, building east of Bruno's or old depot building

- \* develop on-line link of museum contents, add links to wiki
- \* Friends-run campground

2008 Objectives:

- \* feasibility of Railroad depot site and all other possibilities – Metric

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- \* renovate existing building – Will Roger
- UP grant submitted September 2007, decision January 2008
- secure Burning Man funding
- recruit volunteers
- secure material donations

- \* develop plan for art/artifacts to be donated to museum – Metric
- list of potential donors – 12/24/2008
- research insurance requirements – 1/10/2008
- ID oral history providers – 1/10/2008
- work with Margie on publicity

- \* establish museum director (VISTA?), committee – Metric
- future board member position (Sylvia?)

F. Projects: Campground, Museum, FM radio station Guru Road Art Park, Headquarters  
5 year goals:

- \* Fly Geyser Hot Spring Tours – David Book
- \* Annual VIP & media tours – David Book
- \* rock hound/mineral guided tour – David Book
- \* expanded Emigrant Experience tours – David Book
- \* endangered species tours – David Book

2008 Objectives:

- \* develop survey, collect user information on-line – Margie
- interest checkboxes in newsletter sign-up page – 12/7/2007

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- \* reach out to hunting groups – Jim Kudrna

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- \* review upcoming RMP + special uses, Granite, Nightingale – Jim Kudrna, Dave Lefevre
- BY WHEN?

- \* establish car counters – WHO?
- increase VCT volunteerism to create specific role --

- \* Fam/media tour – Margie, David Book

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- \* compare 2006 to 2007 data – Bill Carson, Metric
- prepare report by 1/10/2008

\* develop tour plan & identify guides – Dave Book, Margie

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\* contact Cabela [and other corporations] for support – Margie

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VIII. Review Mission: [Will Roger's mission statement here]

IX. Board Member Roles: see above, Will Roger board job descriptions