

# Great Old Broads for Wilderness

## VISION

### Core Values and Beliefs

We believe in:

- **Wilderness** is for everyone, our heritage, our gift to future generations;
- **Wild places** once destroyed are gone forever;
- The spirit and intent of **The Wilderness Act**;
- The integration of **humor, grace** and **common sense**;
- **Openness** to all ideas and ways of life, encouraging dialogue to resolve conflicts;
- **Passion** while respecting sound science as a basis for informed decisions;
- Cultivating wilderness appreciation and engagement by **future generations**;
- Being **bold and courageous** for wilderness, unafraid to enter the belly of the beast;
- **Broadness** is a state of mind, embracing our values and beliefs.

### Purpose

Our purpose is to use the voices and activism of elders to protect and preserve wilderness and wild lands.

### Mission

Our mission is to make destructive uses of wild public lands unacceptable to the American people by 2020.

# Great Old Broads for Wilderness

## **STRATEGIC PRIORITIES FOR 2011**

1. Hire a Development Director
2. Develop a fundraising plan to accommodate the proposed budget.
3. Promote agency use of HLP methods in travel management planning.
4. Find ways to enhance Board and staff communication
5. Redefine role of Executive Director

# Great Old Broads for Wilderness

## STRATEGY FOR 2011

Based on Vision, Internal and External Factors.

### **Internal Factors:**

#### Strengths:

- Identity (name, image and who we are)
- Resourceful, committed staff
- Healthy Lands Project (HLP)
- Programs/events
- Potential to reach diverse audiences
- Broads will go where no one else will
- Scope, talents and magnitude of our membership
- Credibility/recognition by the public and our peers
- An active and accomplished Board of Directors
- Flexibility/the ability to move rapidly and effectively
- Cohesive organization of critical thinkers
- The courage of our convictions
- Visibility
- Broadwalks
- Training workshops
- Broadsides
- Website
- Creative programs and approaches
- Wiley
- Establishment and expanse of Broadbands
- Anti-Quid Pro Quo stance
- Financially Stable
- Superb Staff
- Online Auction
- Phenomenal technical proficiency
- Charismatic leadership
- Media Magnet
- Unique role as a voice for wilderness
- Organic staff, not “too corporate”
- Ability and willingness to identify weaknesses and make adjustments through staff meetings, retreats and planning sessions.

#### Weaknesses:

- Reliance on annual foundation funding
- Static membership base
- Staff overload and burnout
- Broadband reliance on staff to lead and organize
- National scope is difficult for small organization
- Diversity of activities and geographic focus impacts funding
- HLP reliance on volunteers
- Board potential not realized
- Difficulty in obtaining funding without a specific geographic focus
- Always seeking money from others
- The societal disconnect from nature and wild places; we are losing our base
- Partnerships frequently obscure our contributions
- Sometimes not taken seriously
- Board/Staff communication

Resources:

- Strong wilderness/environmental community
- Congressional leaders
- Staff, Membership, and Board
- \$75,000 in the bank
- Name and identity
- Advisory Board
- Broadbands
- Partnerships
- Auction

**External Factors**

Opportunities:

- Increased awareness and environmental activism in public mindset
- HLP is building credibility with land management agencies
- Potential to engage supportive, wealthy, high profile and smart individuals
- The need to improve public land management
- Connect with younger generations and cultivate their passion and capabilities
- The majority of America falls within the scope of our demographic
- An abundance of diverse, non-traditional allies
- Travel management has a need for HLP services and input
- Government becoming more favorable

Threats:

- Increased anti-environmental activities
- Corporate funding of anti-environmental activities

- Competing demands on/for public lands
- Local control of public lands
- Antiquated energy policy
- Federal/State/Local government attitude, policy and law degrading the environment
- Losing core of good land management personnel
- Recreation-based arguments for protecting wilderness
- Damaged economy
- Economic downturn
- Societal indifference and hostility towards wilderness
- Divisiveness within environmental community
- Fundraising is becoming more difficult

# Great Old Broads for Wilderness

## Strategic Objectives for 2011

Our mission is to make destructive uses of wild public lands unacceptable to the American people by 2020.

### Activism

- GOAL: Prioritize campaigns in which we will participate based on likelihood of success, the effort required and the impact we can achieve.
- GOAL: Remain an enhancing component of wilderness campaigns started by others.
- GOAL: Compile talking points associated with our mission and integrate them into all communications with members, coalition partners, peers, and outside sources.
- GOAL: Decide what mix of our products and services will best promote our mission in 2011, and define the applicable target audiences.
- GOAL: Educate and inspire our demographic to become activists for wild lands.
- GOAL: Improved wild lands health.

### Programs

- Wilderness and Wild Lands:
  - GOAL: Strengthen relationships and awareness of how Broads can assist their campaigns
  - GOAL: Push-back against threats
  - GOAL: A public educated about wilderness
  - GOAL: A membership that connects youth with nature
  - GOAL: Improved wild lands management
    - Cultivate agency relationships
  - GOAL: Develop a plan to create five new organizational relationships
- Off-road management
  - GOAL: Improved off-road vehicle management
    - HLP informs travel management decisions and implementation
  - GOAL: A public that is educated about the threats of unmanaged off-road travel
- Grazing management
  - GOAL: Improved public lands grazing management

- Legislation that allows for permanent grazing permit retirement by 2015
  - Support grazing permit buyout legislation
- GOAL: Grazing permit renewals based on land health
  - Engage with partners and Broadbands on selected permit renewals
    - Comment, litigate and collaborate
- GOAL: Riparian areas managed for health
  - Encourage use of Rapid Stream Riparian Assessment (RSRA) where applicable
  - Five attendees at 2011 RSRA training
  - Challenge Proper Functioning Condition (PFC) assessments as appropriate

## Projects

HLP (These items have been largely eliminated for 2011)

Gary Skiba, Durango, FTE HLP Director

Logan Morley, Durango, FTE ~~IT Coordinator and Database~~

Chris Conrow, Durango, 1/3 FTE Asst Database Admin.

HLP FLC Intern through Andrew Gulliford

GOAL 1: Promote agency use of HLP methods in travel management planning and monitoring.

- ~~Work at multiple agency levels to gain buy in~~
- ~~Ensure that agencies, primarily USFS and BLM, are aware of all HLP activities on the lands they manage~~

GOAL 2: Secure agency funding for field technicians to collect HLP data in conjunction with Goal 1.

- ~~Aggressively seek agency funding to complete inventories by hiring HLP field technicians to fulfill Travel Management Plan commitments~~
- ~~Explore both internal agency funding and agency related grant opportunities (e.g., National Forest Foundation) for hiring of field technicians~~

GOAL 3: Implement projects on one forest district and with one BLM field office.

- ~~In coordination with the U.S. Forest Service, create a complete route inventory on 1 San Juan NF Travel Management planning “landscape” by September 30, 2011(Beaver Meadows? La Plata Canyon?)~~
- ~~Create a complete inventory on one BLM focal area in collaboration with BLM by November 15, 2011~~
- ~~Explore both internal agency funding and agency related grant opportunities (e.g., National Forest Foundation) for hiring of field technicians.~~

GOAL 4: Evaluate and implement new field technologies and methods

- Conduct a minimum of 5 route inventories using Garmin Oregon 550T units by 12-31-10
- ~~Perform a cost/benefit analysis of use of separate GPS and digital camera units versus use of the Garmin 550T (or a similar unit) by 2-15-11~~
- Based on cost analysis, have at least 10 sets of field equipment available for use by April 1, 2011
- ~~With USFS and BLM input, revise methodology as needed to meet agency needs~~

#### GOAL 5: Create virtual training

- Investigate alternative methods (DVD, Webinar, YouTube videos, etc.) by Nov 30, 2010
- Select one or two pilot methods by Dec 15, 2010
- Create implementation plan based on 12-15 selections by 12-31-10
- Develop materials and implement based on plan, by 3-1-11

#### GOAL 6: Continue to work with at least five partner organizations to implement HLP protocols.

- Contact all existing partners to determine their interest in continuing to use HLP protocols in public lands travel management processes
- Improve communication and coordination with 5 partner organizations
- Participate in NM and AZ TMP conference calls

#### GOAL 7: Evaluate and demonstrate the effectiveness of HLP

- Create an evaluation methodology with input from active partners
- Evaluate effectiveness by 1-30-11
- Based on evaluation, determine greatest needs to increase effectiveness
- Implement at least 2 specific improvements by 6-1-11 to increase HLP effectiveness

#### GOAL 8: ~~Develop new HLP database platform and launch by end of 2011~~

- ~~Evaluate potential platforms by 12-15-10~~
- ~~By 3-1-11, Determine cost of new platform based on 12-15 evaluation~~
- ~~Create a funding plan to procure needed new software~~
- ~~Gain funding and purchase software~~
- ~~Complete transition of database to new platform by 12-15-11~~

#### GOAL 9: Continue Broadband awareness and education about HLP tools and advocacy for HLP

- Include an HLP update in at least every other issue of *Broadsides*



- Ensure that the local Broadband is aware of any ongoing HLP project within their geographic area
- Communicate importance of HLP directly to Broadband leaders and request their help in advocating for use of HLP protocols in agency travel planning processes

GOAL 10: Continue to seek HLP-specific funding

- Maintain contact with existing funding sources
- Investigate additional potential funding sources
- Apply for a minimum of 4 HLP specific grants/year

GOAL 11: Develop and implement a partner agreement that includes appropriate recognition of HLP's role

- ~~Create a draft partner agreement by 10-15-10 (done with Oregon Hunters Association project)~~
- ~~Request partner input on the draft agreement by 12-1-10~~
- ~~Revise agreement and gather second round of partner input by 1-30-11~~
- ~~Finalize agreement by 2-15-11~~
- ~~Gain partner signatures by 3-30-11~~

GOAL 12: Require partner funding on HLP projects

- ~~Determine a data processing and maintenance fee by October 30, 2011~~
- ~~Develop a draft letter of agreement for review (done via Oregon Hunters Association request in mid-October, still under review)~~
- ~~Communicate the fee to all existing and expected partners by November 15, 2011~~
- ~~Require the fee for data maintenance beginning March 1, 2011~~

**Broadwalks**

- GOAL: Implement two Broadwalks supporting strategic campaigns
- GOAL: HLP [EVENT] ~~monitoring blitz~~ in Fall 2011 (Utah?)

**Broadbands**

- GOAL: Boot Camp 2011 in March
- GOAL: Continue nurturing and mentoring Broadband leaders with the goal of having 30 active Broadbands by end of 2011.
- GOAL: Provide ongoing tools and communication to support their efforts.
- GOAL: All Broadbands will be using established e-tools.
- GOAL: Encouraging membership with a goal of 50% current members
- GOAL: Half of Broadbands assist with organizational fundraising
- GOAL: For Broadbands to create a public voice for wild lands protection
- GOAL: Five mini-Broadwalks hosted by Broadbands
- GOAL: Contract for "Broadband Aide"

## **Recapture Utah! Campaign**

- GOAL: Direct involvement with Utah wilderness processes
- GOAL: Support Friends of Cedar Mesa partnership and HLP inventory
- GOAL: Continue to support Recapture Utah campaign
- GOAL: Continue support/leadership to citizen initiated Bluff collaboration

## **Organization Support**

### **Personnel**

- Executive Director: Veronica Egan
  - GOAL: Redefined organizational leadership structure.
- Associate Director: Rose Chilcoat
- Director, Healthy Lands Project: Gary Skiba
- Membership Maven: Joyce Thomsen
- IT Coordinator and Database Administrator: Logan Morley
- Communications Coordinator: Anne Benson
- Auction Administrator: Sue Agranoff (contract)
- Development/Admin Associate: vacant
  - GOAL: Rewrite position description
  - GOAL: Fill vacancy by February 1, 2011
- Broadbands Wrangler:
- Intern: as needed

### **Personnel Goals**

- GOAL: Establish a quarterly action planning regimen
- GOAL: Have 403b plan in place by March

### **Communications**

- Broadsides
  - GOAL: Explore improved web presentation of Broadsides
  - GOAL: Publish three issues
  - GOAL: Improve efficiency of distribution
- Website
  - GOAL: Keep content current
  - GOAL: Improve photo quality and quantity
- Facebook
  - GOAL: Explore options for enhanced utility
- Photo Management
  - GOAL: Establish a Broads Picasa site
  - GOAL: Develop protocols for photo sharing
- Outreach
  - GOAL: Develop a plan, funding and staffing for enhanced media outreach
  - GOAL: Develop a plan for enhanced public outreach

## **Financial**

Fund balance at September 16, 2010: \$75,000

GOAL: Develop and maintain a budget that reflects the increasing financial demands of the organization

GOAL: Conduct a comprehensive compensation review for all staff members

GOAL: Develop new and increased funding streams to accommodate increased demands of the organization.

- Major donor cultivation
- Planned giving cultivation
- Year-end appeal.
  - Include board personal contacts
- HLP appeal in Spring
- Fundraising events
  - Reference plan table here
- Foundation Development
- Celebrity Broad

## **Membership**

- GOAL: Grow.
- GOAL: Retain.
  - Send three renewal asks in 2011
- GOAL: Re-engage.
- GOAL: Expand database skills.

## **Board of Directors**

- GOAL: Establish better communication between staff and board
- GOAL: Assist with identifying new Board members
- GOAL: Increase staff involvement in Board teams
- GOAL: A second Board/Staff in-person meeting
- GOAL: By end of March of 2011, the Board will have a plan for self-assessment and for completion of a Board development plan.

## **Advisory Board**

- GOAL: Use board development plan to determine role of an Advisory Board

## **Infrastructure**

- GOAL: New phone system
- GOAL: New copier
- GOAL: Fuel efficient highway vehicle.
- GOAL: Adobe Creative Suite