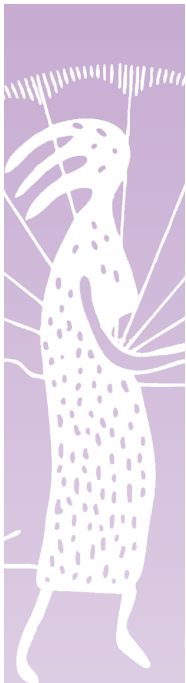




2020 Grassroots Leadership and Advocacy Handbook



EDUCATE, ENGAGE, ACT!
A tool kit for grassroots organizing,
empowerment, and wilderness protection.



Great Old Broads for Wilderness is a national grassroots organization, led by women, that engages and inspires activism to preserve and protect wilderness and wild lands.



*“We are the ones
we’ve been waiting
for.”*

—Poet June Jordan

WELCOME

Friends, Members, Leaders, and Advocates for Change

This handbook is for you! It is a **tool box**, a **guide**, an **inspirational map** to creating change. Use this as a tool to **fire up** your inner voice, provide you with a space to develop skills, and **lead your community** towards the protection and preservation of our treasured landscapes.

You’ll find out who we are as Great Old Broads, where we’ve come from, where we’d like to go, and our position on our main focus areas. As leaders, you’ll learn to **pave the way to change and empowerment**, skills and tools for grassroots organizing and leadership development, and the power of collective action. This work is not always clear and concise, nor is it always easy, but it sure can be fun, and together we DO see change happen!

EDUCATE, ENGAGE, ACT

Thank you for your passion, WILD spirit, and dedication to lead our teams towards mountain moving, dirt exploring, and advocacy campaign participation to kick a little butt out there!



“I only went out for a walk and finally concluded to stay out till sundown, for going out, I found, was really going in.”

—John Muir



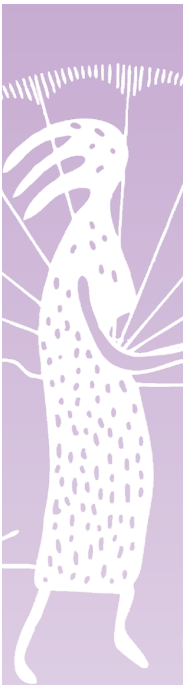
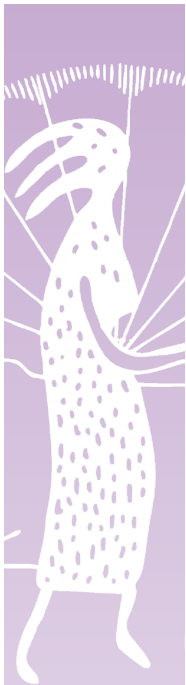


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Section 1: Educate

Vision, Mission, Core Values, and Action



WHO WE ARE

Great Old Broads for Wilderness (Broads) brings grassroots power to America's wilderness and wild land protection movement. Our regional, volunteer-led chapters (Broadbands), located in rural and urban communities, organize their members locally to advocate for and engage in public land issues. A small professional staff in the national office provides leadership on national issues and supports the growth and development of Broads' chapters and members, training and mentoring an active network of public land advocates.

OUR VISION

Wild, public lands are treasured for their intrinsic values and protected for current and future generations.

VALUES STATEMENT

Wilderness and public lands are for everyone; they are the heritage of all and a gift to future generations.

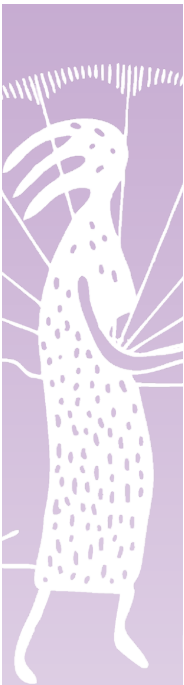
Wild places, once destroyed, may be gone forever.

We value:

- National public lands and waters
- The spirit and intent of national conservation legislation such as the Wilderness Act, National Environmental Policy Act, Endangered Species Act, and Antiquities Act
- Sound science as a basis for informed decisions
- Being bold, courageous, and fearless in defense of wild lands
- Humor, grace, common sense, and passion
- Openness to all perspectives, encouraging dialogue to resolve conflicts
- Expanding racial, cultural, and gender diversity in the conservation movement
- Broadness as a state of mind

Broads combines education, advocacy, stewardship, and fun—with an emphasis on humor and play as part of the organizational personality.





OUR FOCUS

We focus on three major areas of work.* Join us in our pledge to:

1. Keep wild lands wild and the Wilderness Act intact
2. Keep public lands in public hands
3. Make public lands part of the solution to climate change

WE ENGAGE

Great Old Broads and Bros, with lifetimes filled with adventures, experiences, and passion, contribute a broader perspective and valuable insight to wilderness discussions. We are an empowered community of confident, educated activists prepared to alleviate the destruction of wilderness. We are optimistic that we can and will make a difference.



We encourage intergenerational membership and collective action, however we also see great value in our well-aged grace and sense of humor to attract the interest and attention in ways other groups cannot. Remember, Broadness is a state of mind! All are welcome!

As life-long nurturers and caregivers, our approach is one of perseverance and determination, rather than militancy and contentiousness.

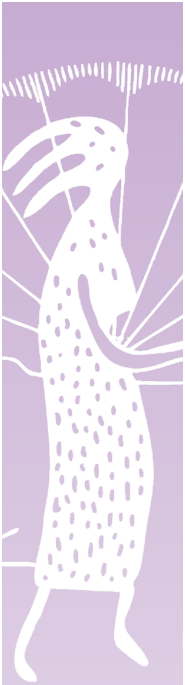


If Great Old Broads are anything, we are indefatigable in our quest, with a heart-felt and lifetime outlook on the benefits of protecting our wild, public lands. In addition, Broads are known to bring wisdom, grace, and humor to wilderness discussions.



** For detailed information, please see our strategic plan.*



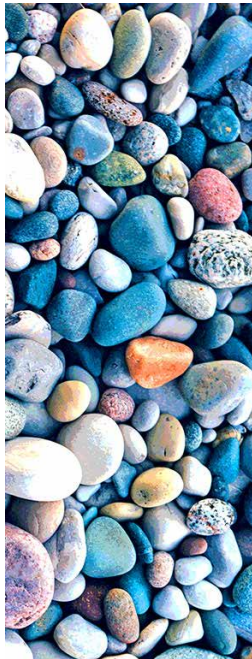


Diversity, Equity, and Inclusivity Values

Great Old Broads for Wilderness is committed to building a diverse, inclusive, and broader conservation community.

OUR BROAD COMMITMENT MEANS:

- We are focused on the inclusive value that “broadness is a state of mind”;
- We are open to all perspectives while encouraging dialogue to resolve conflicts;
- We develop deep and authentic partnerships with diverse communities to further a broad set of conservation goals;
- We understand and respect the goals of communities with which we work;
- We identify and find ways to eliminate barriers that prevent full diversified public participation; and
- We seek common ground to work collaboratively for the long-term.



We define diversity broadly to include age, race, ethnicity, gender, sexual orientation, geographies, socio-economic status, and political affiliation.

By including diverse voices, we seek to engage the cooperation of as many constituencies as possible to strengthen support for ecosystem preservation and balance, conservation of public lands, and the environmental justice issues associated with these issues.

We seek the representative voices of Native Americans, African Americans and Latino/a Americans whose present-day identity and ancestral history are embedded in the land. We pledge to work in collaboration with individuals and organizations to respect and honor diverse cultural perspectives of public lands.

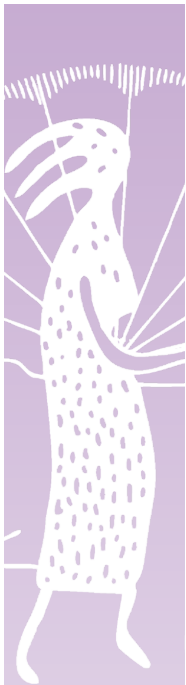
Fostering diversity and inclusiveness is an ongoing process requiring continuous awareness and diligence. Diversity is not a project or task with an end point.

Broads identify, engage, invest in, and listen to partners and community leaders as we work towards a more representative and inclusive conservation movement, and make choices consistent with those investments.

When working in new communities, we work to gain full understanding of issues facing those communities; and we are mindful of those issues, our potential impacts, and the need to follow through on clear commitments.

We will integrate diversity and inclusiveness awareness throughout our programs and organizational structure. We work to create an environment in which all feel valued and respected, where learning and integrity are fostered, and laughter and fun are appreciated.





Section 1: Educate

History



The history of the Great Old Broads is one of exceptional, visionary, passionate women who have stood up to the destruction of our wild lands and continue to speak out for wilderness.

1989-2001

What's in a name?

in alignment with the 25th anniversary of the Wilderness Act. Founder, Susan Tixier, worked as Assistant Director of Southern Utah Wilderness Alliance, and was very active in the campaign against overgrazing, voicing her concerns along with her fellow advocates through letter writing to the BLM. For years, Susan observed the devastating impacts of grazing on our public lands and became more and more frustrated. About that time, wilderness designation had been proposed for the Escalante, and Rep. Senator Hatch (R-UT) opposed it, saying, "if for no other reason, we need roads for the aged and infirm". Well, this statement lit a new fire for our team of advocates. Susan and her friends saw a clear need for an important voice missing from the environmental



movement: the older woman; impassioned, experienced, not afraid to speak out, and definitely not needing roads. Soon thereafter, the ladies were hiking and discussing next steps when a group of elderly ladies came off the trail looking dusty, tan, grey-haired, and sinewy. Their comment: "What a wonderful bunch of great old broads!" And the name stuck.

For the next 12 years, Susan built the organization with the foundation as a "nonprofit, social organization dedicated to the protection, use, and enjoyment of wilderness." Wilderness designation took precedence, as well as many lobbying trips to Washington, DC. Susan was not alone. Dale and Frandee Johnson and Ginger Harmon were especially active in providing support, vision, and guidance as the organization grew with the addition of a Board and new members.

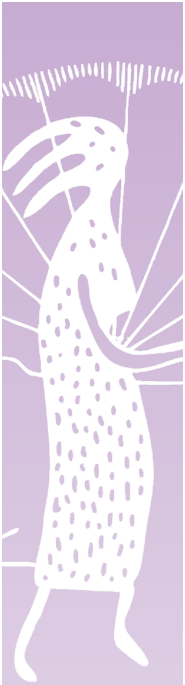
2001-2012

Putting down some roots

In 2001, under the leadership of MB McAfee, Broads headquarters was established in Durango, CO where it lives today. Partnered with new hire, Rose Chilcoat as Program Director, the organization's fundamental structures were born. This grew into an active membership program, engaged Broadbands, a passionate and dedicated Board of Directors, and a qualified, fun, and spirited staff of activists and naturalists.

Ronni Egan, Executive Director from 2002–2012, helped to shape the structure of Broads with her creative leadership and nonprofit management experience. This was a time of great change for the Broads, growing in stature, budget, membership, staff, scope, and vision.





History

(continued)

2013-PRESENT

Oh, the places you'll go!

Today, led by Executive Director Shelley Silbert, the organization has a staff of eleven, more than 8,500 members and supporters, a solid network of partner organizations and collaborators, and 60+ Broadband leaders who oversee 40 Broadbands located across the country. The national office presents several Broadwalk and Broadwork events each year and holds an annual Wilderness Advocacy Leadership Training to guide and support our Broadband leaders. As we look into the future, we will continue to give voice to the millions of older women and men who want wilderness protected for future generations.



OUR POSITION

A Broad Approach to Sustainable, Just, and Healthy Lands

The Great Old Broads for Wilderness believe in a holistic approach to sustainability, addressing the economic, political, social, and environmental components of our planet's health. We put the protection and preservation of Wilderness and wild lands at the top of our priority list. We believe that all things are connected and when a piece of this connection is broken, devalued, or treated poorly, the entire system can unravel.

Overall, only 5% of the entire US is protected as Wilderness. Alaska contains just over half of this, and therefore in the contiguous US, only 2.7% of our lands are protected. Wilderness provides resilience to adversity, to stresses—including climate change—that challenge our planet's environmental health. By preserving our natural places, we preserve our very own prosperity. The just, sustainable health of our planet must include the protection of lands that provide the invaluable resources of clean air and water, and natural habitat that ensures biological diversity.

The activities undertaken by the Broads are guided by the overriding principle that the focus of attention must be on what is best for the land, for Mother Earth. We work for Wilderness protection, while battling threats to public lands including unsustainable livestock grazing, illegal off-highway vehicle use, energy/mining exploration and extraction, and climate change, each with a unique and powerful statement for advocacy.



Wilderness and Public Lands

Wilderness is publicly owned land and waters protected under the 1964 Wilderness Act and part of the National Wilderness Preservation System. This System encompasses a wide variety of ecosystems throughout the country from swamps in the Southeast, tundra in Alaska, snowcapped peaks in the Rocky Mountains, to the hardwoods forests of the Northeast, and

deserts of the Southwest.



WILDERNESS DESIGNATION

Did you know that the US was the first country ever to define and designate wilderness areas through law? In September of 1964, Congress made a

nearly unanimous vote to enact landmark legislation permanently protecting some of the most natural and undisturbed places in America. This bill was known as the Wilderness Act. It was first drafted by Howard Zahniser in 1956 and went through 65 rewrites and 18 public hearings before final Congressional approval. To read the final draft of the Wilderness Act passed by Congress visit www.wilderness.net.

The Act defined Wilderness as:

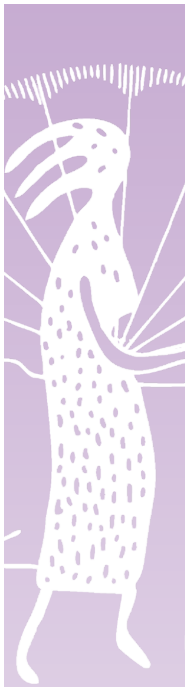
A wilderness, in contrast with those areas where man and his own works dominate the landscape, is hereby recognized as an area where the earth and its community of life are untrammelled by man, where man himself is a visitor who does not remain. An area of wilderness is further defined to mean in this Act an area of undeveloped Federal land retaining its primeval character and influence, without permanent improvements or human habitation, which is protected and managed so as to preserve its natural conditions and which:

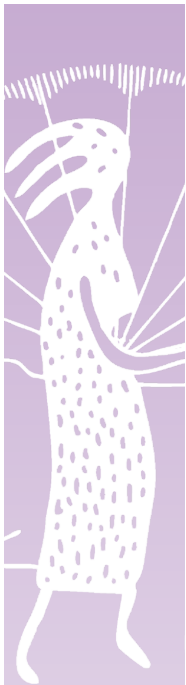
- (1) generally appears to have been affected primarily by the forces of nature, with the imprint of man's work substantially unnoticeable;
- (2) has outstanding opportunities for solitude or a primitive and unconfined type of recreation
- (3) has at least five thousand acres of land or is of sufficient size as to make practicable its preservation and use in an unimpaired condition; and
- (4) may also contain ecological, geological, or other features of scientific, educational, scenic, or historical value.

How does Wilderness Designation protect public land?

Most public land is managed for *multiple use*, which often favors short-term economic output like mining, logging, or grazing. Even national monuments and parks see a fair amount of

TIP: You may hear nationally designated Wilderness called “big W” Wilderness to distinguish it from “little w” wilderness lands, which are not protected under the Wilderness Act.





development and human intrusion to accommodate visitors and staff. The Wilderness Act is different because it protects land for its intrinsic wild character, and provides unique protections to maintain it:

- **No Mechanized Travel:** Motor vehicles, bicycles, and any aircraft including hang gliders are not permitted, with rare exceptions for safety and management. For this reason, some visitors and managers still use pack animals in Wilderness and travel by horse.
- **No Roads or Buildings:** Permanent and temporary roads and buildings are prohibited in Wilderness, except where absolutely necessary for minimum administration of the area.
- **Restrictions on Commercial Use:** Timber harvest, mining, drilling, new grazing permits, and other commercial interests compromising the wild character of the land are not permitted.
- **Limited group size:** Though not in the act itself, agencies usually limit groups visiting Wilderness to protect the character of the land and fellow user's experience. Groups may be limited to no larger than 8 or 12 people, with a corresponding limit on pack and riding animals.

How much Wilderness is there?



Upon signing, the Wilderness Act immediately protected 54 wilderness areas (9.1 million acres of public land) and established a process for adding new lands to the National Wilderness Preservation System. Since then the system has grown to 803 designated wilderness areas covering over 111 million acres of land. Over half of this Wilderness is in Alaska (13.3 percent of the state), so only 2.8% of the lower 48 states is designated Wilderness.

Who manages Wilderness?

Some Wilderness areas are managed by more than one agency. Lands classified as wilderness through the Wilderness Act could be under jurisdiction of any of four national land management agencies:

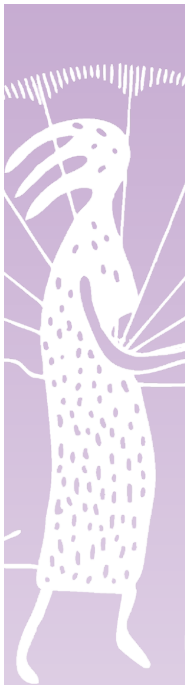
Agency Name	# of Wilderness Areas	Acres of Wilderness
Bureau of Land Management	260	10,051,854
Fish and Wildlife Service	71	19,862,488
Forest Service	448	36,856,798
National Park Service	61	44,337,407

Information from Wilderness.net, 2020.

Wilderness is at risk.

Road building, mining, energy development, rural sprawls, and motorized recreation on or next to public lands nibble away at the wilderness quality of these lands—and in some cases completely destroy the natural values found there. While a vast majority of Americans support wilderness preservation, many are not aware of current threats to wilderness quality lands that remain unprotected. As America grows more urban and multi-cultural and as people spend more time indoors and online, long term support for wilderness preservation will depend on finding ways to communicate the wonder and importance of wilderness to people who may never experience wild places themselves.





Wilderness is a deeply held American value. Support for wilderness comes from all regions, from rural as well as urban and suburban residents, from men and women and from all ethnic groups and age groups.

Other land designations

Wilderness Study Areas (WSAs) are roadless areas inventoried and studied for their wilderness characteristics being considered for Wilderness designation. They are at least 5,000 acres. In theory, WSAs are to be managed the same as other wilderness areas until a congressional decision has been made whether to designate the WSA as Wilderness. They are often the subject of controversy and mismanagement.

Wild and Scenic Rivers (WSRs) were created by the WSR Act of 1968 to protect remarkable river corridors across the U.S. from over-development. WSRs must be managed to protect and enhance the values that qualified it for designation, preserving their natural and free flowing condition. WSRs are special in that they can include private property; this doesn't overrule owner's rights, but motivates collaboration with landowners for better management, and sometimes-public acquisition of WSR lands.

National Wildlife Refuges (NWRs) are areas set aside for the preservation of the nation's fish, wildlife, plants and their habitats. Managed by the U.S. Fish and Wildlife Service, camping is not permitted at most refuges and hiking is often confined to trails, though hunting and fishing is often allowed.

National Parks are congressionally designated areas of historic or scenic value managed by the National Park Service. Parks protect areas for future generations and are actively managed to accommodate large amounts of visitors with visitor centers, roads, bus tours, and recreational opportunities. Yellowstone was the first National Park, designated in 1872.

National Monuments are an unusual form of land protection because the president can designate them without an act of Congress, thanks to the Antiquities Act of 1906. National monuments are not a perfect form of land protection because they do not prohibit "existing rights", such as mineral claims, from being developed. Even so, if other protections aren't possible and protection is urgently needed, advocating for a monument designation might be the best strategy available.

National Forests are often large areas of forest and other ecosystems managed by the Forest Service. National Forests are intended to protect natural resources like National Parks, but they are generally open to livestock grazing, logging, and mining.

Roadless Areas are portions of National Forest land with no roads. Roadless areas are usually larger than 5,000 acres and many supply clean water and critical habitat. Road building and commercial logging are prohibited in Roadless areas.

National Recreation Areas (NRAs) are designated by Congress as land and water with outdoor recreation potential of National Significance. BLM may designate NRAs to promote recreational activities as part of its Multiple Use Mission (directed under FLPMA).





GREAT OLD BROADS for WILDERNESS



POSITION STATEMENT

WILDERNESS PROTECTION



- New wilderness proposals and legislation must be in keeping with the spirit and the intent of the 1964 Wilderness Act.*
- Protection of designated Wilderness and Wilderness Study Areas should never be reduced as the result of quid pro quo trades resulting in privatization, development, or other activities that degrade public lands. All public lands with Wilderness qualities should gain protection based solely on those qualities.
- Wilderness legislation must not compromise or reduce the existing protections for Wilderness Study Areas, Roadless Areas, National Park Units, Wildlife Refuges, and other lands important to cultural heritage, fish and wildlife habitat, air and water quality, and as refuges of peace and quiet.
- Proposals and legislation that set bad precedents should be opposed even if they might provide some permanent wilderness designation.

* Although livestock grazing is authorized under the Wilderness Act, Broads supports the elimination of livestock grazing in designated wilderness areas and encourages voluntary permanent retirement of grazing allotments.

The activities undertaken by Great Old Broads for Wilderness are guided by the overriding principle that the focus of attention must be on what is best for the land, for Mother Earth.



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Broads' Position Statements



GREAT OLD BROADS for WILDERNESS



POSITION STATEMENT

PUBLIC LANDS GRAZING

- Grazing must not be allowed to cause irreparable environmental damage to water quality, vegetation, wildlife habitat, and recreational opportunities on federal lands.
- Public agencies must protect the ecological health of the nation's federal lands where grazing takes place. Agencies must be guided by sound scientific research to shape grazing management policies and actions.
- Management plans must be consistent with stated laws, regulations, and policies.
- Although livestock grazing is authorized under the Wilderness Act, Broads supports the elimination of livestock grazing in designated wilderness areas and encourages voluntary permanent retirement of grazing allotments.



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Broads' Position Statements



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POSITION STATEMENT

ROADWAYS & VEHICULAR ACCESS



- New roadways and motorized routes result in the loss of wilderness characteristics and must not be created in roadless areas.
- Routes must not be designated as part of a Travel Management Plan unless a route-specific NEPA analysis has been conducted.
- Motorized and mechanized vehicle use (four-wheel drive vehicles, all-terrain vehicles, motorcycles, snowmobiles, and bicycles) on public lands should occur only on designated roadways and trails.
- Broads supports the policy of “Closed Unless Posted Open” as the underlying principle to determine where any vehicle travel may occur on public lands.
- Where appropriate, Broads will advocate for the closure and decommissioning of roadways when maintenance costs or the potential for environmental damage exceeds public use benefits.
- Public agencies must be held accountable for following and enforcing existing management plans in a timely manner.
- Management of motorized and mechanized vehicles must be consistent with stated laws, regulations, and policies.

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Great Old
Broads
For Wilderness
Get Into The Wild

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Broads' Position Statements

GREAT OLD BROADS for WILDERNESS



POSITION STATEMENT

ENERGY/MINERAL EXPLORATION AND EXTRACTION

Energy and mineral exploration and extraction has many harmful impacts including pipeline installation, the creation of roads and utility corridors in roadless areas, and transportation of toxic materials.

These activities negatively affect water and air quality, wildlife habitat, and the natural quiet of the lands.

- Designated Wilderness, Wildlife Refuges, Wilderness Study Areas, Wild and Scenic Rivers, roadless areas; areas with wild, pristine character and wilderness qualities; and critical wildlife habitat and corridors must be protected from the impacts of energy and mining activities.*
- Energy and mining activities should not be allowed in future designations of protected lands.
- Great Old Broads advocates for reducing the demand for fossil fuels through conservation and sustainable alternative energy sources.

* We recognize in some cases, designation language specifically allows such activities.

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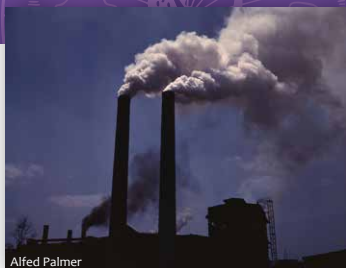
GREAT OLD BROADS for WILDERNESS

POSITION STATEMENT

CLIMATE CHANGE

Climate change affects all life on Earth and puts at risk many of the values for which wilderness areas are designated. At the same time, the unbroken habitat and wildlife corridors provided by wilderness give plant and animal species a fighting chance to adapt to changing conditions. Wild lands also sequester carbon in high biomass forests, grasslands, oceans, and other ecosystems. Benefits provided by wilderness such as water supply, flood mitigation, and biodiversity conservation will become increasingly essential in the future.

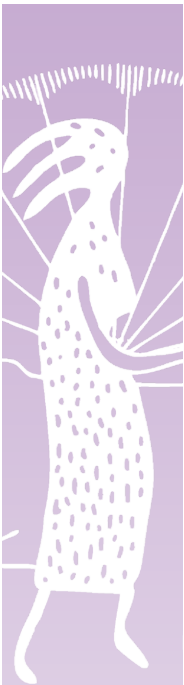
- Broads supports keeping fossil fuels in the ground. It is our only chance to keep global temperatures and the Earth's vital signs from reaching a tipping point. Fossil fuel corporations must not be allowed to shift costs of climate disruption to society while reaping profits from public lands.
- Commercial timber harvests and development should take place on public forests only when an analysis demonstrates that carbon benefits exceed carbon costs over a two to four decade period. National Forest planning rules should require conservation of forested areas with a higher than average carbon biomass.
- Public land management plans must consider and minimize the climate impacts of livestock grazing, roads and vehicular routes, recreation, and other activities. Wild public lands should be prioritized for maximizing carbon storage, biodiversity, and ecological function.
- Natural water cycles on public lands must be rigorously protected to maintain quality, quantity, and ecosystem function. The federal government must protect and maintain water resources in trust for all citizens and for the benefit of ecosystem health and stability.
- Broads supports a bipartisan call to action to minimize climate change impacts, reduce fossil fuel consumption, and enhance national and global security.



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Section 1: Educate

The Broadcast Team

From National Headquarters to Leadership Campaign Teams Across the Country

The time to act is now. We know it takes a village and we have developed a powerful team of talented and experienced leaders across the country to tackle the many issues affecting the health and protection of our planet's treasured landscapes.

THE NATIONAL OFFICE

Durango Headquarters: Weaving the web of national grassroots organizing and focused on how we can best support your work!

Have a question? Looking for a resource? Trying to problem-solve or brainstorm on an issue? We want to help! Let us support your amazing work: and use this staff guide as a map to help you find the right people at the right time. When in doubt, just contact your Grassroots Regional Coordinator: Katya or Sally.



LISA POOL

Grassroots Leadership Director

Lisa directs the Grassroots Leadership Program and oversees the two Grassroots Regional Coordinators. She creates the program's structures and long-term plans for Broadband Leader recruitment, training, and retention. With over a decade of experience in grassroots campaigning, issue advocacy, and fundraising, she works to increase the effectiveness and capacity

of our grassroots chapters.

Most of your questions will go directly to Katya or Sally first regarding events, advocacy, membership, and more.

Lisa is YOUR point of contact for:

- Grant applications
- If you are in contact with a large donor
- If you know someone who is interested in becoming a Broadband Leader
- Lisa is also backup for Katya or Sally when they are out of the office
- Broadband Leader Rendezvous (National and Regional)



Katya



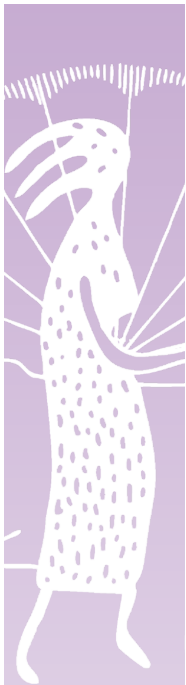
Sally

KATYA SPIECKER & SALLY SHARP

Grassroots Regional Coordinators

Katya and Sally are your go-to staff for pretty much any question you have regarding your Broadband and its work. They each work with about half of the Broadbands. Sally





supports Broadbands in Texas and the Four Corners states, and Katya supports Broadbands everywhere else. Call or email your staff coordinator with questions regarding:

- Contacting your members (with Google Groups) and keeping your membership list up-to-date
- Soft Credit Account
- Advocacy: Broads' stance on issues, guidance on starting or planning a campaign, implementing key tactics (e.g. writing letters, submitting op-eds, etc.),
- Developing a strong leadership team or steering committee
- Member recruitment
- Event planning, support, outreach, and logistics
- Grassroots organizing, campaigns, workshops, and trainings
- Activity Reports
- Broadband Leadership Dashboard help
- Updating your Broadband page on our website
- Posting your Broadband's events on our website



SHELLEY SILBERT

Executive Director

Shelley is responsible for the overall health, success, and direction of the organization. The buck stops (and often starts) with her. Contact Shelley with:

- Questions about litigation, policy, and organizational operations.
- Fundraising contacts or ideas, as well as questions about giving to Broads through bequests or planned giving.



LAUREN BERUTICH

Associate Director

Prior to serving as the Associate Director Lauren oversaw the Grassroots Leadership Program, where she successfully refreshed the program with her signature style of leadership training and brought significant growth to the Broadband program.

- National/local campaigns, conservation issues, or position statements
- Advocacy concerns/approach, Broads' position on national or special local issues, or ideas on how to stay engaged.
- Broadwalks, Broadworks, and opportunities to get out in the field
- A wide variety of program development content or partnership outreach.



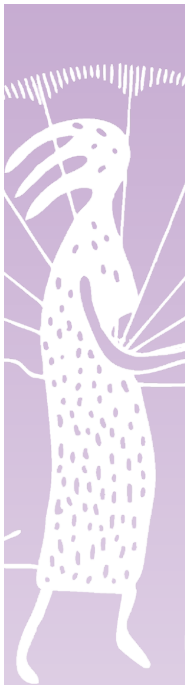
SUSAN KEARNS

Communications Director

All things communications, connect with Susan if you:

- Have a great story to tell about your amazing Broadband activities
- Want advice on a press release, flyer, media interview, or want to brainstorm on the best way to promote an event
- Have feedback about any of our communications
- Need help with a logo or images (to help promote your Broadband or an activity)





CLAIRE ATTKISSON

Communications Coordinator

Claire assists Susan in all things communications. She helps keep the website up to date, works on email outreach to promote membership, creates social media posts, and more. She is also a consultant on the Women for the Wild Comprehensive Campaign.



RACHEL GREEN

Climate Education & Stewardship (CES) Program Manager

Rachel has worked throughout the West in the action-packed field of environmental education. She manages the grant-funded Climate Education & Stewardship Program and is developing the curriculum to educate communities on the critical connection between public lands and climate resilience.



JASON VAUGHN

CES Communications Coordinator

Jason brings over 20 years of experience in journalism and communications to Great Old Broads and works with Rachel to create educational materials for the CES Program. He also handles social media, press releases, and other promotional activities for the program.

BOARD OF DIRECTORS

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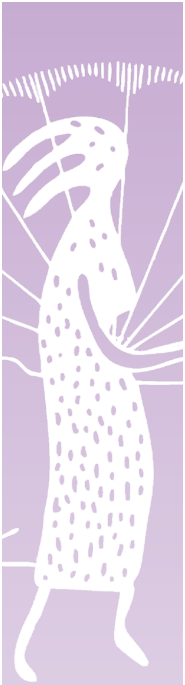
Gary Skiba
Aztec, NM

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Morganton, GA

If you'd like to contact any of the board members, contact information is on our website or give us a call at the main office.



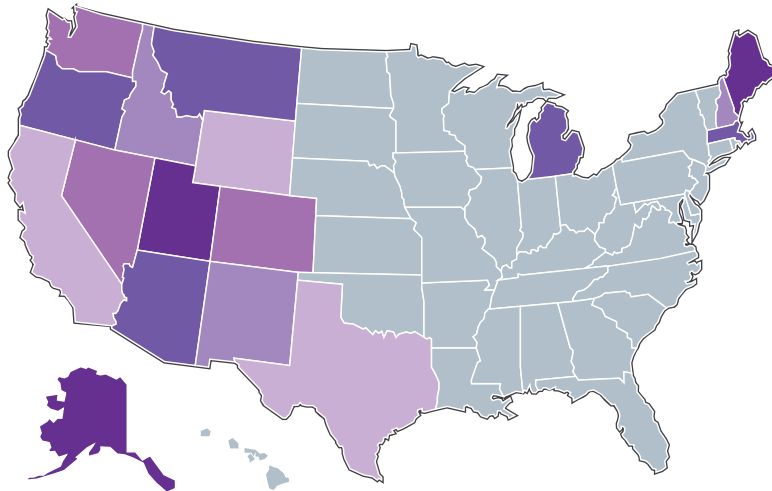


Section 1: Educate

Broadbands: Educate, Engage, Act Grassroots Advocacy and Collective Action

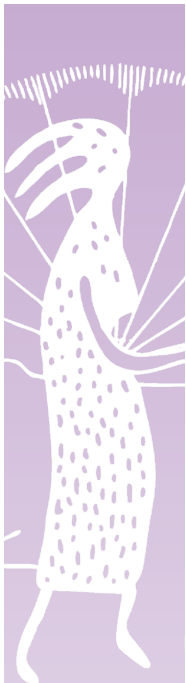
“It’s the action, not the fruit of the action that’s important. You have to do the right thing. It may not be in your power, may not be in your time, that there’ll be any fruit. But that doesn’t mean you stop doing the right things. You may never know what results come from your actions. But, if you do nothing, there will be no result.” — Mahatma Gandhi

Broadbands are regional chapters across the country formed around a specific issue(s) or area of concern within the scope of Broad’s mission, preserving and protecting Wilderness and wild public lands. The Volunteer Broadband Leadership Team facilitates the protection of wilderness-quality public lands through education, advocacy, outreach, and collaborative stewardship projects with their teams. Each Broadband is made up of passionate and dedicated Broads and Bro’s, from diverse backgrounds and ages, with a fire for change and a love for the land.



There are nearly 40 active Broadbands in 17 states and we are growing!





Leaders...ACT! lead **hiking** trips, host **book clubs**, recruit **new members**, encourage others to **educate and act**, lead **advocacy** campaigns, **empower** the community, are **trained** grassroots organizers, writers, poets, explorers, artists, women, and activists, have their **voices** heard, speak at **public** hearings, **meet their representatives** locally, regionally, and nationally, get their hands **dirty in the dirt**, are land **stewards**, passionate thinkers, and **makers of change**.



Our Broadband Leadership teams gather around issues they care deeply about and get out on-the-ground to create change around them. Whether part of a larger effort to secure Wilderness designations or watch-dogging an area to ensure it is not compromised by poorly managed grazing, off-road vehicles, recreation, or oil and gas or mineral development, Broads add their voices and energy to a wide array of issues and see results.

Broads get it done! People may ask, “What is it that you all do again?” Not only can that question be a tough one to answer concisely, but also, “What impacts do you see from your work?” As we all know and have seen firsthand, grassroots organizing and conservation advocacy results do not always happen overnight, nor is it easy to see tangible results of the work we do. We do know, however, change can and does happen and it’s because we are dedicated, resilient, and a powerful voice in collective action.



EDUCATION - Fundamental to the effectiveness of conservation efforts, the more people know about their backyards, the more they can do to protect and preserve them. Some of the ways our Broadbands provide education:

- Tabling events on Earth Days and national holidays and public gatherings
- Community Lecture Series to showcase a certain theme or focus area (see more on “How to Host a Community Lecture Series” in the Act section).
- Other Events including book clubs, film showings, or hosting a special guest





“You can discover more about a person in an hour of play than in a year of conversation.”
– Plato



ADVOCACY - Great Old Broads for Wilderness is a strong grassroots advocacy organization. That stems from our Broadbands and their participation in campaigns and conservation efforts across the country. Broadband advocacy and activism looks like:

- Rally organization and participation such as the “Grannies against Bullies”, New Mexico gray wolf recovery, or Keep it in the Ground protests
- Public speaking at a hearing or public meeting for or against specific management strategies
- Representing Broads at a federal agency training, meeting, or convention
- Writing letters to the editor, action alerts, public comments, or signage at events



STEWARDSHIP - Broads show up. Stewardship and volunteer days in the field are excellent ways to connect your members with their backyards. These opportunities are also a significant way to develop important relationships with land managers, researchers, and to provide much needed eyes, boots, and hands on the ground. Broadbands are known for their dedication and passion for being outside in the places they love and contribute by:

- Volunteering with other organizations or federal agencies on specific projects like trail maintenance, road closures, invasive species removal, or seed planning
- Monitoring for specific needs like off road vehicle impacts, recreation use, river health or water quality, or grazing

Each Broadband has their own unique approach but they all educate, engage and act! Here are some activities you may find our Broads and Bro's out and about organizing.

BROADBAND ACTIVITY CHART

Education	Engagement	Action
Lead a social hike to get to know your members, celebrate your work, and explore new areas	Volunteer on a stewardship project or start one- get your team's Boots on the Ground	Know your issues and take a stand on them
Host a book club, Broadchat, lecture, or film with a focus on an area of your team's interest	Partner with another organization or collaborate on local issues	Create a letter writing campaign and host a gathering
Participate in a local or regional event by tabling and meeting the participants to spread the word about your Broadband	Participate in monitoring projects and host baseline assessment site visits	Advocacy, activism, and on-the-ground action
Host a social gathering or open house to invite others to join your team, share your passions, and recruit for action.	Get to know your local, regional, and national representatives, engage in conversations with them, and ask questions	Attend public hearings, speak to represent your Broadband, and sign petitions appropriate to our mission
		Attend rallies and protests
		Tell your story, learn other's stories, and join together



Section 2: Engage

You are a Broadband Leader for the Great Old Broads for Wilderness!

Thank you for your time, energy, and dedication to our organization, and to the protection of wild public lands. Your work is invaluable and we want to provide you with the most effective tools for leadership development, engagement, and grassroots organizing strategies for you to feel successful, supported, and celebrated.

In this section, you will find information for all things engagement including:

- The Broadband Leader position description
- Starting a Broadband or co-leading a chapter
- The Broadband Toolbox of Resources (Membership, chapter organization, communication, risk management, event planning, and volunteer tips)



*"None of us, including me, ever do great things.
But we can all do small things, with great love, and
together we can do something wonderful."*

— Mother Teresa





We are WILD about our Broadband Leaders!

VOLUNTEER BROADBAND LEADER

Position Description

Broadband leaders play a vital role in Broads' grassroots advocacy efforts to protect and preserve public wild lands across the country. They facilitate and coordinate groups of passionate and dedicated volunteers in their local or regional areas. Leaders arrange team meetings, activities, and events throughout the year; develop conservation leaders, and serve as a liaison between the Broadband and the national office.

Our Broadband leaders are trained in essential skills to build, support and motivate Broadbands to use effective and meaningful democratic action to advocate for the wild places we love most.

After the application and acceptance process takes place, Broadband leaders are asked to attend our Wilderness Advocacy Leadership Training Sessions (WALTS) in the spring of their first year. We ask for a two-year commitment. Then based on mutual needs, satisfaction, performance, and fit, assess and decide to renew leadership for another two-year term or longer.

Leader Qualifications

1. Display "Broadness" (humor, inclusiveness, creativity, resilience, and collaboration) and is WILD (Women in Loving Defense) for public land health, protection, and climate action.
2. Possesses strong communication, listening, and organization skills.
3. Has prior conservation or wilderness knowledge or a desire to learn.

Broadband Leaders shine as...

Strong Advocates for Public Lands & Wilderness

- Support the Broads' mission to engage and ignite the activism of elders to protect wilderness and wild lands and support the principles embodied by The Wilderness Act and Broads' Position Statements.
- Lead letter writing campaigns, educational outreach events, and other activities to engage Broadband in advocacy and public lands protection.
- Represent Broads (with the Broadband team) in meetings with local government agencies, conservation organizations, media, rallies, public hearings, or other activities.

Effective Community Organizers

- Recruit and retain Broadband members, volunteers, and supporters within their geographic area and share resources with other Broadbands.
- Work in collaboration with individuals and organizations to respect and honor diverse cultural perspectives of public lands. Seek the representative voices of those whose present-day identity and ancestral history are embedded in the land.
- Help shape and develop Broadband focus areas and an advocacy frame for the Broadband.





- Identify local/regional conservation partners and land management agencies and cultivate positive working relationships to further conservation goals.
- Reach out to and create positive relationships with regional elected representatives.
- Help identify and facilitate potential education, advocacy, and stewardship projects and partners for the Broadband to engage with in the local area.
- Incorporate FUN, humor, and WILD creativity into all Broadband activities.

Enthusiastic and Collaborative Team leaders

- Delegate roles and responsibilities with Broadband members and participate in a shared, collaborative leadership environment.
- Encourage members to stay active, participate, and be a part of brainstorming sessions and problem solving processes.

Partners of a National Community

- Attend periodic Broadband Leader meetings, trainings, calls, and workshops when possible.
- Communicate with Broads' Headquarters about Wilderness/wild lands management concerns and action opportunities; report on participation, and lend critical feedback when appropriate.
- Coordinate media outreach with Broads' Communications Director.

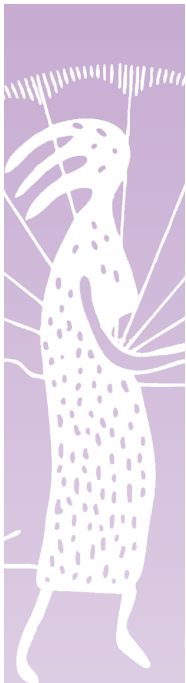
Takes Care of Business

- Has access to personal phone and computer with email/internet connections for Broadband work and willing to incur minor personal expenses such as travel to local meetings.
- Prepare and ensure submission of periodic reports on Broadband activities, participant numbers, and volunteer hours. This information is needed for grant reporting and communications to publicize your great work.
- Update membership lists, use email listservs provided by the main office, and reach out at least to all dues-paying Broad members within the geographic scope of the Broadband.
- Keep accurate and up-to-date records that ensure Broadband continuity for future leaders.

Other Commitments

- 1) Must attend WALTs (Wilderness Advocacy Leadership Training Session) in first year of leadership (or second if circumstances do not permit first year attendance).
- 2) Must maintain consistent and open communication with national office staff.
- 3) Participation in Rendezvous, Boardwalks, and Broadworks when schedules and resources allow.





Starting a Broadband or Becoming a Leader or Co-Leader



How do I get started?

We help motivated leaders all over the country develop teams, build membership, and advocate for things they are passionate about.

To start a Broadband think about the following:

- What is the environmental concern or need of my region?
- What do I care about? Where is my fire? Are there others feeling the same way?
- Where could I start? Are there other organizations already active on these issues?
- What can we do together to create on-the-ground changes around these issues?
- When does action need to take place? How urgent is my issue?
- Who do I know that is on board and/or who can I recruit?

To take on the Broadband Leadership role, can you:

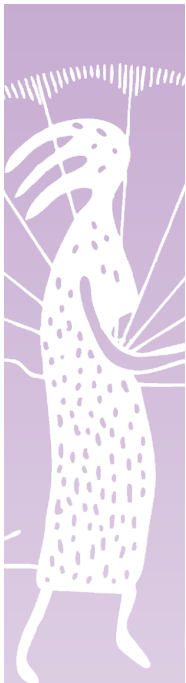
- Display “Broadness” with fierce passion for wild land protection, humor, inclusiveness, openness to diverse input, and patience for long-term results?
- Practice strong communication skills, enthusiasm and engagement, and share the ability to work with volunteers?
- Have prior conservation or wilderness knowledge, or a desire to learn?
- Lead with enthusiasm, creativity, and celebrate little successes along the way?

ONGOING TRAINING AND SUPPORT

Broads believe in lifelong learning and continuous growth. It takes a lot to be a Broadband Leader and we are confident that everyone is up to the task given the right support, mentorship, and tools. Our primary support strategies include:

1. Our annual Wilderness Advocacy Leadership Training Session (WALTS)
2. CARE and GLOW calls - Monthly and quarterly leadership team call-ins and educational outreach discussions
3. Individual connections with other experienced leaders
4. Regional and national Leadership Rendezvous gatherings
5. Periodic one-on-one calls with the Grassroots Leadership program staff





Wilderness Advocacy Leadership Training Sessions (WALTS)

Broads offer a fun, engaging, hands-on training to all new leaders to connect you to a wide array of issues, leadership skills, and effective advocacy tools. And, you don't have to be a new leader to attend—seasoned leaders may also attend for a “re-boot” to refresh their skills.



Training includes:

- Grassroots organizing and democratic action
- Communication and leadership development
- Lobbying, public work, and advocacy
- History of the Broads and of Wilderness
- Hosting events, activities, and campaigns

We ask that all of leaders attend in the first year of their participation, and at the latest, their second year. It is free to participate. Broads' national office covers most costs associated with the training with the exception of travel and extracurricular activities.

CARE Calls and GLO Webinars: Tools to Inspire and Educate for Change

This activity is designed to support Broadband success and discuss leadership development, effective grassroots organizing, and powerful on-the-ground conservation advocacy techniques. Leaders are encouraged to attend as many calls as possible.

CARE Calls (Connection and Resource Exchange) are monthly check-ins based on scheduled topics. The calls are educational and interactive and provide a space for you to connect with staff and other Broadband Leaders to share ideas, brainstorm, and problem solve issues.

GLO Webinars (Great Leadership and Outreach Webinars) are held at least four times a year. Experts discuss a topic related to a larger field of our work with an in-depth presentation to enhance your knowledge and enrich your leadership.

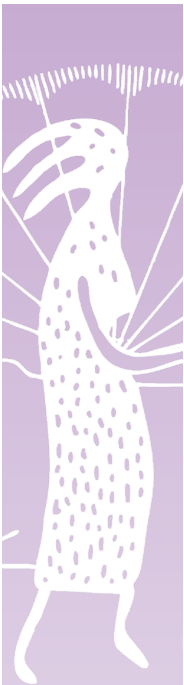
Peer-to-Peer Support

We want to support the growing community of our Volunteer Broadband Leadership Team and feel our leaders are our best resource. Broads provide the opportunity to any new or returning leader who would like some extra support to connect with a seasoned leader throughout the year. Please contact the Grassroots Leadership Program staff for more information on this opportunity.

Regional and National Rendezvous

Celebration is often a missed step in the grassroots organizing cycle, but one that is necessary and important. During odd years, we hold one national Rendezvous and during even years, regional Rendezvous are held. The entire Broadband leadership team is invited to join together for a multi-day sharing, celebration, and educational event to highlight the work of the Broadbands throughout the year. We have speakers, go on hikes, and problem-solve to build and grow our capacity for change...and, because IT IS FUN! Because the Rendezvous events are an important part of your participation and build camaraderie, we ask that leaders attend whenever possible.



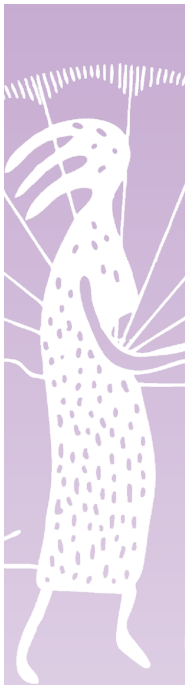


Broadband Leader Commitments

Below is a helpful chart that will help you keep track of your commitments as a Broadband Leader.

WEEKLY	MONTHLY	ANNUALLY	2 YEARS/ 4YEARS
<p>Email and communicate with Broadband team</p> <p>Weekly planning for meetings, events, advocacy</p> <p>Outreach with partner organizations</p> <p>Read and share when appropriate YooHoo's or other important emails from HQ</p> <p>Engage with social media, local events, etc.</p> <p>Maintain an updated calendar on Broads' website</p>	<p>Online Activity Reports</p> <p>Communicate needs, successes, or brainstorm with Grassroots Leadership Director</p> <p>CARE Calls and GLO Webinars</p> <p>Lead Broadband meetings, events, stewardship, and advocacy activities</p> <p>Maintain an updated calendar of events on Website</p>	<p>End of the year report</p> <p>Finish all Activity Reports</p> <p>End of the Year survey and program assessment</p> <p>Visit of annual plan and outlook into next year's Broadband goals and objectives</p> <p>Participation with online Wild for Wilderness Auction</p> <p>Participation in WALTs and Rendezvous</p> <p>Attend Broadwalks and Broadworks when available</p>	<p>TWO YEARS: Evaluation of Broadband leadership role and team successes</p> <p>Broadband Leader interview</p> <p>Revisit goals, objectives, and resources for future</p> <p>FOUR YEARS: Revisit role as leader, transition plan if desired or necessary, and evaluate commitment for continuation of leadership</p> <p>Development and recruitment of additional leaders and support</p>





Tips for Creating/Maintaining a Strong Broadband

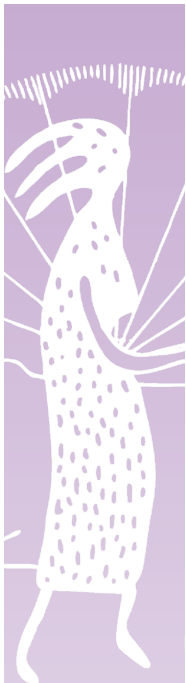
- Recruiting/retaining volunteers is probably the most important thing you can do for Broads! Try to add a targeted number of new people each year. New people bring new ideas, new energy, new business/organizational/political contacts, and a different circle of friends/acquaintances for continued member recruitment.
- Have regular contact with your group and provide regular opportunities for them to have contact with each other.
- Practice the cycle of organizing (found in Section 3: Act). Share your stories and public interest, host one-on-one meetings with people, leaders, and potential supporters, identify the issues most important to your work, and then plan your strategies to go and kick some butt!
- Think of ways outside of email to engage and communicate with your team. Personal connections can go a very long way.
- Seek out people who are active in the community (they may not always be who you think they are—remember, everyone will have something to contribute).
- Make sure to involve new people in discussions and on project committees! Committees are an excellent way to share the workload and empower your team to stay connected and take ownership over an issue, event, or campaign.
- Consider forming a Leadership Team to share ideas, divide responsibilities, and cover more issues than you could by yourself.
- Involve the entire group—this isn't always easy. Everyone has a talent or a unique way to contribute. Highlight and celebrate their energies!
- Practice organization skills, but allow for flexibility and “plan Bs.”
- Be responsive and available to issues and topics of interest.
- Remember you don't have to do this alone. There are people out there, other leaders of the community or members of your Broadband that can help. Let them. Still struggling? Contact the national office to brainstorm new options.
- Due to other responsibilities, Broadband members will contribute at varying levels. Excellent! Find areas that they will shine in and let them run with it!
- Regardless of contribution, all Broadband members can share in the success of the Broadband as long as they honor their commitments and you as a leader feel supported and engaged.
- **BE GOOD TO YOURSELVES.** Leave room for YOU. Take breaks, get outside, drink tea (or wine). Do what brings you joy. Why did you get into this work in the first place? Remember where your heart shines and use that as your fire for change.



VOLUNTEERS

Broadband Leaders are all volunteers representing Great Old Broads for Wilderness. So too are the members of your Broadband and many of the community members that you will be working with. It is important to recognize the gift of time and talents that you and your volunteers provide. Treat them with the courtesy, responsiveness and respect you expect yourself. Think of creative ways to show your appreciation for their contributions. Consider asking local businesses to support your volunteers with donations of food, drinks, services, etc. at critical times of the year.





Meeting Locations

Oh where, oh where can we Broadly invite you to? Depending on the size of your group, a meeting location may be a no brainer or a big challenge. Many smaller Broadbands are able to meet in someone's home or office space. People have reported how hospitable their local coffee shops have been. However, as the group grows you will need/want to find a facility that you can use, hopefully, without charge. Here are a few ideas:

- library
- bank
- conference rooms
- restaurants and bars and their meeting rooms
- town hall
- local school or college/university
- outdoor stores meeting rooms (some Patagonia's have these)
- churches,
- open space areas like parks or city squares (warmer months)
- environmental groups offices
- public land agencies
- senior centers
- coffee shops
- park and recreation centers
- visitor centers
- OLLI (Osher Life Long learning Institutes)
- college environmental centers, etc.
- family resource centers

Be sure to check to see which of these spaces require advanced reservations and always have a plan B just in case.

Additional Resources for Broadband Leaders



There is a **Lending Library** of movies that you can share with your Broadband or use for a public outreach event.

Google Earth: If you are working on something that would benefit from an aerial view of the area, (plus it is really fun!) Google Earth can be a valuable tool:
<http://www.google.com/earth/>

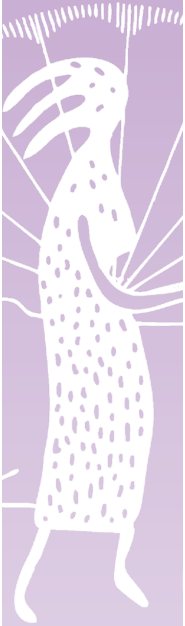
EcoFlight: EcoFlight is a volunteer-based environmental aviation organization that provides donated flights to make the aerial perspective freely available to conservation

groups. EcoFlight illuminates environmental threats and empowers its conservation partners to protect land, water and wildlife in the United States, Mexico, Central America and parts of Canada. <http://ecoflight.org/>

There are various environmental organization **listservs** that you (or someone else in your Broadband) will want to consider joining in order to stay abreast of local issues and to connect with opportunities to engage your Broadband with projects.



MEMBERSHIP



Did you know membership supports nearly **60%** of our fiscal budget each year? That's right, nearly two thirds of our financial support comes from our members. Current dues paying members are fundamental to the fiscal sustainability of our organization and it supports the growing number of programs, strategies, and grassroots activities that serve to protect and preserve our wild lands. We ask for 100% participation from our Broadband Leadership Team as committed, current dues-paying members.

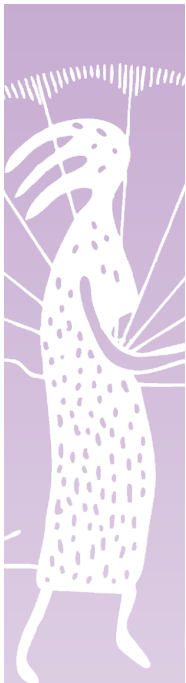
Membership provides a financial support for:

- Our national voice and presence in the conservation community
- Use of our name, professional image, and refined messaging
- Our work on public lands including monitoring, public lands grazing, wilderness issues, monument designations, wildlife protections, public land health, and climate action
- Leadership and Broadband development events such as Wilderness Advocacy Leadership Training, Rendezvous, Kick Off events, and site specific visits
- Broadband support, advocacy, materials, resources, and expansion
- The National Office staff, facility, growth, and functions

Member Benefits

- A subscription to BroadSides newsletter (published 3x a year).
- E-Alerts and notifications
- Membership in your local Broadband
- Current website, social media, and communications
- Alerts on select wild lands issues
- Participation in Broadwalk and Broadwork events.
- 10% off your first Broadwalk or Broadwork.
- Affiliation with a nationwide network of like-minded Broads and Bros
- An organization that provides a national voice for your demographic
- A pretty darn solid guarantee you'll learn something and have fun





Broadband Soft Credit Account

Every January, each Broadband receives a credit of \$5.00 for every Broadband member who is a current paid member on that date. That credit can be used for approved Broadband expenses to support the incredible work you are all doing! Please see the Soft Credit and Fundraising section (pg 41) for more detailed information or call your Regional Coordinator for assistance anytime.

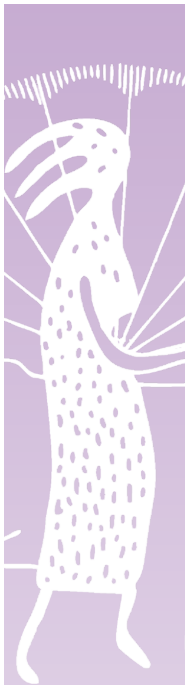
How does membership work for Broads and Broadbands?

- Annual dues can be paid online or mailed to Broads' Headquarters.
- Broads' national office processes memberships, handles the money, updates our membership database, your Broadband membership list (Broadband Google Doc), adds new members to your Google Group, and prepares new and renewing member thank you letters. New members are also sent a welcome newsletter and information about Broadbands.
- Membership renewal notices are sent first by email and then by a follow-up letter.
- Broadband Leaders are informed of the membership status of your Broadband participants in your Broadband Membership Spreadsheet, a shared Google sheet.
- Our goal is to increase membership in each Broadband. Please help us update and increase our dues paying members so that we can continue to do our important work.

Member Participation in Broadbands happens at a lot of different levels:

- “Dues paying” Broads, at any level, help support the organization financially and increase our count and clout. Dues paying members may be active in the Broadband or merely happy to be supporters of our work.
- “Active” Broads participate in events, projects, hikes, and some type interaction with the Broadband. It would be our hope that they would want to support the national organization through a paid membership so the Broadband can continue to exist and flourish.
- “Prospects” are interested people who have not yet decided if this is the group for them—yet, at some point they should be encouraged to become members
- “Interested non-members” are people who are connected, pivotal, supportive, provide valuable input, or those who it would be advantageous to keep “in the loop” as to what the Broadband is doing. Examples include media, local or regional government agency staff, or environmental organizations/leaders/staff. It is great to include them in your Broadband contact list even if there is no expectation that they will become members.





BROADBAND COMMUNICATIONS

Communication with your Broadband is essential to support your members and their interests, levels of engagement, and buy in. Decide how you'd like to do this. What do you know about your members and what do you want to know? What are their interests? What are their communication styles? What is their activity preference?

Consider conducting a survey of the people on your initial list to determine areas of interest, availability for events/hikes/meetings, desire to help out, etc. Google Forms/Surveys is an excellent resource to conduct surveys, and all of the results automatically go onto a live spreadsheet that is updated each time someone participates. Another tool, Survey Monkey is a free and easy-to-use tool to gather input without swapping lots of emails. Responses are compiled for you, making it easy. www.surveymonkey.com

Every member or active participant of your group can have a job. You might want to create the position of "Broadband Historian" to help document your Broadband's activities and accomplishments. You may also want to consider, once your Broadband starts to raise funds, to create a "Treasurer" position to help track your income and expenses for your Soft Credit Account. How about appointing a note taker each meeting or an activity coordinator? Find a job or role your members enjoy and distribute the responsibilities so everyone feels a part of the team.

For more information, see the "Broadband Member Roles and Activities" form in the Appendix.



You will need a gmail account and email address to access Google Docs and Google Groups. If you need help setting this up, just contact your Regional Coordinator.

BROADBAND CONTACT LISTS

Your Broadband member contact list is housed online as a Google Doc in Google Drive. It contains names, address, email, membership expiration date, and other information about members or prospects. The national office creates this list based on a geographic area. Contact your Regional Coordinator to find out more about the scope of the geographic area or if you wish to change the geographic area.

You will get an email inviting you to access this list. The list is in a spreadsheet format that you can copy to your computer and manipulate to create address labels, letters, lists, etc.

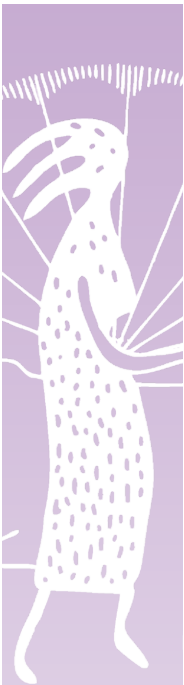
Keeping this membership list updated and current is a very important joint responsibility between you and the national office. Your edits to this list will be entered into our master database to keep it as up-to-date as possible.

When you make changes (important!):

- Please highlight any field you change in yellow (on your toolbar change the background or fill to yellow). Once the national office has made your changes to our master database, we will remove the yellow highlight.
- New members and prospects added to your list by the national office will be highlighted in turquoise blue to indicate it is new information.

Please email your Regional Coordinator when you've made changes to your list so she is aware she needs to update the master database.





UNSUBSCRIBES (TAKE ME OFF YOUR LIST!)

If a person wishes to be deleted from the Great Old Broads for Wilderness membership database, you or that person will need to send the national office an email making this request. Please



determine whether they wish to be removed from the Broadband mailing list, the national mailing list, or both. Then be sure to let the national office know of their preference.

If you are planning a mailing, it's a good idea to check with your Regional Coordinator to verify whether your Broadband list has been recently updated to ensure you have the most current information.

MEMBERSHIP LISTS & MEMBER PRIVACY

The Broads' membership list is confidential. Broads' policy strictly prohibits distribution to unauthorized individuals, organizations, or businesses. The membership list should be used only to communicate with Broads' members concerning legitimate Broads business. Do not give out member names, emails, addresses, or other information to anyone who is not a current member of Broads. Broadbands may share member information, or the Broadband contact list, with other Broadband members (who are current members of Broads) for Broad-related business only (not for use by other organizations). The best way to handle a request for contact info of a member with a non-member is to forward the request to the member, who may then respond, or not, as they choose.

If you get a request to share your Broadband List with another organization, let them know that it is against our policy but that you can forward on any information to your member list.



COMMUNICATING THROUGH GOOGLE GROUPS

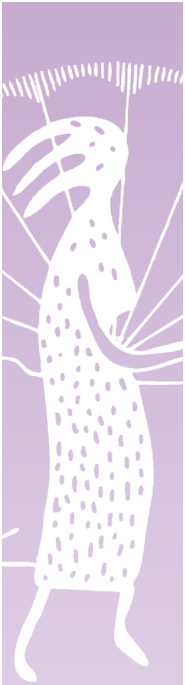


We use Broadband Google Groups to communicate with our teams. It is a listserv that is created, maintained, and updated by the national office using the email contact information that comes from your Broadband Google Doc.

Why Google Groups?

- They are safe, protected, and inclusive; easy to access and maintain
 - They allow you to communicate with all your interested members and allow your members to communicate with everyone else in the group.
 - They ensure that the most current/correct emails are being used and protect member privacy by not displaying everyone's email address to recipients.
 - It is the best means of keeping your electronically-connected Broadband members in the loop.
- The national office sets up the Broadband Google Group for your Broadband with Great Old Broads for Wilderness as the "owner" and the Broadband Leader(s) as the designated "manager".





When you have new members or prospects who join or wish to be a part of your Broadband, send an email to membership@greatoldbroads.org with the new person's contact information and add them to your Google Doc and your Google Group.



It is one of the Broadband Leader's responsibilities to help the national office maintain/update both your Google Doc and Google Group.

GETTING STARTED WITH YOUR GOOGLE GROUP:

When you use the group for the first time, please introduce yourself as the new Broadband Leader who will be bringing together the area members to share ideas, information, and create opportunities for advocacy and Broads-style fun. You will also need to include some guidelines/ground rules for using the list, such as:

- You may respond to me by hitting *reply* or to the entire group by hitting *reply all*.
- This list can be used to share information about issues/events the entire group would want to be aware of.
- Please, limit unnecessary chatter to the entire list so we don't create a burden in people's inboxes. So, no more than one or two "atta girls" per great idea, please.



Since you will have new people joining your Broadband you might wish to periodically remind people who the group is and how the group works. You can decide for your Broadband if you wish to be a "gatekeeper" of all information posted or if you want to screen information and then post it yourself to the group.

Members without Email?

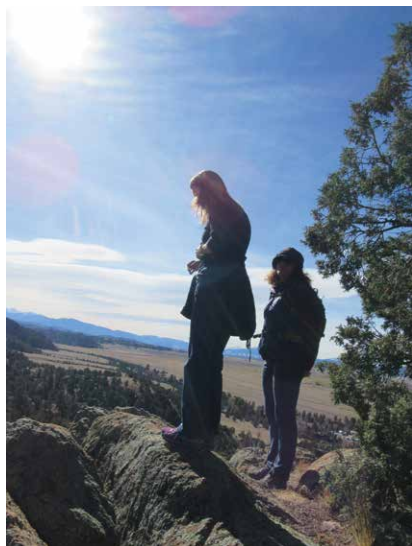
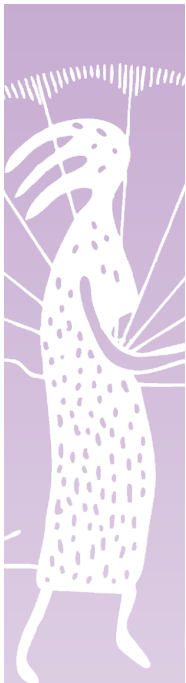
You need to verify that members who have no email listed really have no email. Sometimes people hesitate to give out their email to organizations but will do so for the local group. Let us know, so that we can flag their email so they will receive emails from the local Broadband, but not from the national office.

Ask those without email how they wish to be contacted: by phone or mail. If your Broadband has a large number who prefer phone, ask for volunteers to set up a phone tree (you call a member who then calls several members each, etc.). Some people do email, others do phone. With our demographic we still have members who just don't use computers at all.

For certain events, such as your first Broadband gathering, a major fundraising event, or a really special program, a postcard may be the best way to connect with your members so the information isn't overlooked in a busy email inbox. If you have the time or can find someone to help, you might decide to use postcard communications on a regular basis for those who don't have email.

It is very important that you do not ignore/fail to communicate information/ activities with dues paying members of Broads simply because they don't have an email address.





COMMUNICATION WITH OTHER BROADBAND LEADERS

Using the Broadband Leader Google Group

Broads has set up a Broadband Leaders Google Group: broadband-leaders2@googlegroups.com to communicate with all of the Broadband Leaders and to most easily manage group leader/contact information. You will receive an email letting you know when you have been added to this group.

Please use this listserv to share information of interest to the entire group, ask questions of other Broadband Leaders, share successful recent events, etc. Your Broadband's activities might inspire similar action by another Broadband. This forum gives everyone the same information at the same time.

Please remember that you are communicating with EVERYONE when you post to this list or reply to the list, so please keep communications pertinent and to the point. If you wish to have a more in depth discussion with one or two people, please jump off the list serve and communicate directly via email with those individuals.

For information on Email and Communication Tips, please find the detailed worksheet in the Appendix.

COMMUNICATION TOOLS

Doodle Polls - This is a useful (and free!) tool for coordinating possible dates for an event or gathering (<http://doodle.com>). Anyone interested in a potential meeting/event can enter their

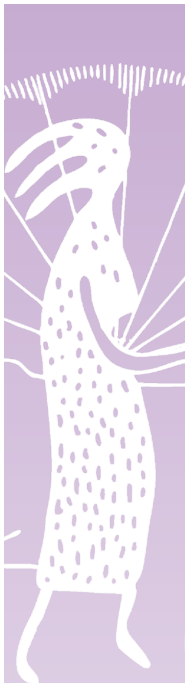


name and indicate which dates and/or times they are available. This is useful for your steering committee to settle on a meeting or plan a weekend event for your group. You simply set up the poll with possible dates and then email your group telling those who are interested to go to the poll and register their availability. You can then see all the responses in one place and select the best date for the most people. It is really easy to use.

Google Forms or Survey Monkey (<http://www.surveymonkey.com>) are other helpful and free tools for setting up surveys, which are a great thing to try out as you get your Broadband started. It's a good way to find out what focus issues/areas are important to your members and what kinds of activities they enjoy.

MailChimp (<http://mailchimp.com/>) is another free tool that helps you design spiffy email newsletters. You can share them on social networks, integrate them with services you already use, and track your results. It's like your own personal publishing platform. (MailChimp is a free version of Constant Contact.) If you're not ready to take it to this next level, feel free to stick with sending normal emails to your Google Group.





MORE COMMUNICATIONS TOOLS & IDEAS

A great way to get the word out about your Broadband! Who are those gals?!



Broadsides Newsletter

Our Broadsides newsletter is published 3 times year and includes regular sections/columns about new and ongoing issues, Broadband activities and more. Ideas and photos for inclusion are always appreciated. Approximately 20 copies of Broadsides will be mailed to you after each printing for you to distribute locally. Contact your Regional Coordinator should you need more copies.

Broads' Brochures

The trifold Broads' brochure is a great handout/marketing tool as well. You might wish to create a stamp or a sticker that you can put on the back of the brochure with the local Broadband name and contact information.

Business Cards

You might wish to create a supply of business cards to hand out at events or to prospective members you meet along the way. A business card template is located on the Great Old Broads for Wilderness website Broadband Leader Resources page.

Letterhead

A small supply of letterhead, envelopes and note cards is in your tool kit. You will find that much of your communications can be done via email/online communications. Please use letterhead when requesting donations, thanking folks, or making written comments to legislators or agencies. Broads' note cards can be used for more personal, handwritten notes such as thanking speakers or cultivating major donors. Contact your Regional Coordinator to replenish your supply.

GET THE WORD OUT!

Places to post Broads collateral (including flyers, Broadsides, bookmarks, bumper stickers and brochures): Outdoor stores, Churches, Libraries, Open Space areas, Environmental Organizations/meetings, public land agencies, Senior Centers, coffee shops, park and recreation centers, visitor centers, OLLI (Osher Life Long learning Institute), community centers, OASIS, community colleges, college environmental centers, doctors' offices. Also, it is a good idea to keep them in your car, and with you while hiking, and to put a Broads' pin or patch on packs.

Banners/Table Cloths

Identity is huge. Our name is a great attraction, so we believe that using a banner with the Broads logo and tag line is very important at all events. Each Broadband has been issued a 2 x 4 vinyl banner. If you handle them carefully, roll them (never fold them), and protect them between uses, these banners should last for years.

We have printed tablecloth drapes with our Broads logo on them. Draped over the top of an event table, it's a great way for people to quickly find "the Broads". They also add a really nice touch of professionalism to your table spread.

Logo

The Broads' logo is available for use on invitations, local press releases, presentations, etc. There is the round logo and a horizontal logo. These items are available on the Great Old Broads website on the Broadband Leader





Resources page under Marketing. You will find a variety of files to use when creating communications to others. Please DO NOT change the design of any of these documents. If those provided do not meet your needs or you need ANY assistance, please contact the Communications Director for assistance.

And How Shall We Call Thee?

You will use our name A LOT! So which nicknames fly? Please always use “Great Old Broads for Wilderness” first in any document, and then you may shorten it to “Great Old Broads”, “Broads”, or “GO Broads.” Please avoid shortening our name to “GOB” or “GOBW”! These acronyms do not project a positive image or explain who we are.

Materials Sign Out

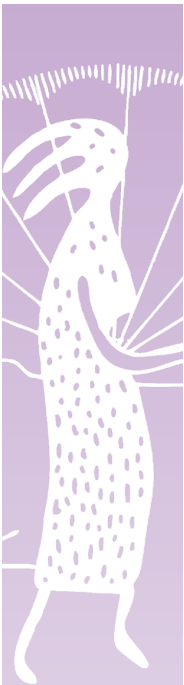
Broads has a material sign out system. We try to track all borrowed materials and maintain a Google Spreadsheet (who has what where), but sometimes we need your help letting us know what you have borrowed. We ask that when you receive materials, such as a banner, you let us know you received it. These materials may be books, documentaries, a banner, or logo table runner.

Merchandise

One of our best marketing and outreach tools is our Broads merchandise. A sampling is included in your tool kit along with a current price list and poster. We will let you know when new items are added. Merchandise is also listed on the Broads website and can be purchased online with a credit card. Should you plan a public outreach event where you would like to have a full supply of products for sale, please contact your Regional Coordinator at least 3 weeks in advance to arrange a shipment to arrive in time at the lowest possible cost. Funds from merchandise sales, unsold merchandise and a record of sales, exchanges, etc. must be sent to the Broads office within 2 weeks of such events.

For certain outreach events we may be able to make select merchandise (bumper stickers, decals, etc.) available to the Broadband at a reduced rate with the proceeds from sales going to support Broadband activities.





Marketing Materials

Need logos? How about business cards, or a sample press release? We've collected all these and more in a central location on the website. Be sure to explore these resources, which include:



- Logos
- Business Cards
- Notecards
- Posters
- Announcement Worksheet
- Promotion Checklist
- Sample PSA
- Sample Press Release



PUBLIC EDUCATION & OUTREACH



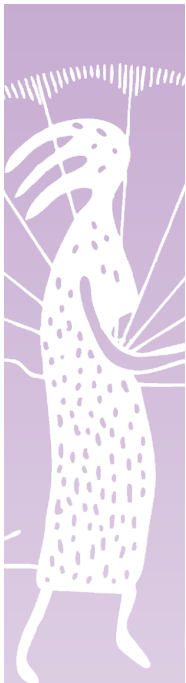
Tabling/Booths at Public Events

Tabling is a fun and engaging way to create visibility around your Broadband and our organization. It is an incredible opportunity to promote upcoming activities, recruit new members, and especially, inform and educate the public on your regional issues you care so much about.

Please let your Regional Coordinator know how she can support you in planning. Remember to look at your merchandise inventory and

hand outs and allow at least 3 weeks to coordinate delivery of these items to you if you need more. Costs are usually minimal at these events, however, soft credit (see page 41) is an excellent resource to cover fees and expenses. See Appendix for a Tabling Planning and Implementation Check List.





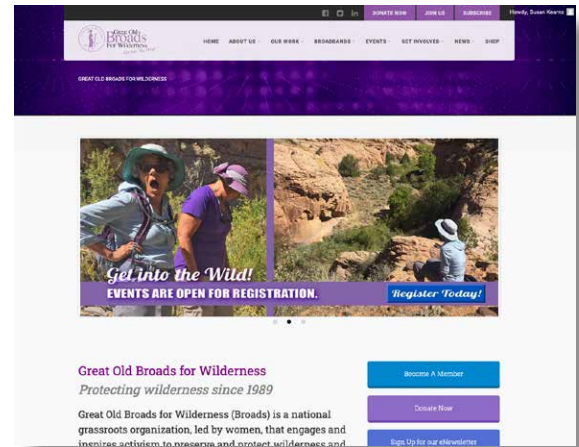
THE BROADS WEBSITE: A QUICK TOUR

The Great Old Broads for Wilderness website provides a wealth of information, showcases the incredible advocacy that our Broadbands do, and provides information about upcoming actions and events. It also has specially-designed leadership tools to support you as a Broadband Leader.

www.greatoldbroads.org

Please become familiar with the site. There's a lot of great information to use and share:

- Broads' mission, history, and values
- Bios for our staff and board members
- PDF documents of the Broads' position statements
- A tool to search for Broadbands across the U.S.
- An event calendar to view upcoming Broadband and National events
- Digital copies of both our current and past Broadsides newsletters
- Advocacy tools to find your elected officials and letter writing tips
- Links to our Facebook and Twitter accounts,
- Our address, phone, and email contact information
- A way to sign up to receive Broads' email, become a member, or shop for Broads merchandise.



THE BROADBAND LEADERSHIP DASHBOARD

In addition to the public face of the website, you'll find YOUR best resource outside of this handbook – the Broadband Leadership Dashboard! Use this section to find out how to access the dashboard and what's inside for you.

Where can I find it, and how do I get in?

The dashboard is located under the 'Broadband' menu on the main menu, labeled 'Leadership Tools'. You can also visit it directly at: <http://www.greatoldbroads.org/broadband-dashboard/>



These tools aren't public, so you will be given a username and password to get in.



Write yours here:

My Username:

My Password:





THE BROADBAND LEADERSHIP DASHBOARD

There are three main sections: Events, Activity Reports, and Resources

Events

Wouldn't it be handy if you could advertise your public events on the national Broads website? You can! You can submit events here through an easy-to-use form that will automatically show up on the Broadband Events calendar on the website—and you can even edit and delete your submitted events. It is a handy tool to generate interest in your broadband, attract participants to your events, and keep track of your plans. Please do your best to keep the calendar current—it's in your best interest.

Activity Reports (Due Monthly):



Activity reports are an important tool to track your work, hours, and grassroots advocacy. We use this information to apply for grants, report to donors and community partners, and to highlight your amazing public lands work! We want to hear about your broadband meetings, events, activities, and weekly planning.

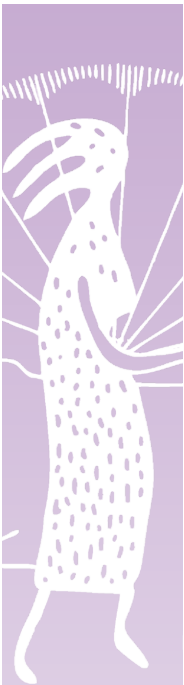
To file an activity report, you simply fill out an online form with information about your endeavor. You can view and search through your reports as an archive of your Broadband's actions, events, and accomplishments—as well as search the reports from other Broadbands to get ideas and see what's happening around the country!

We ask that you please complete an activity report for each of your activities by the last Friday of each month. Again, this information is critical to Broadband program evaluation, annual reports, and fundraising.

Resources - Your Online Leadership Toolbox

This is the treasure trove of Broadband resources! Under "Leader Resources" you'll find several documents categorized by the following sections: Act, Educate, Engage, and Event Resources. Please take some time to explore this section! Here are a few examples of what you'll find in each section:

ACT	EDUCATE	ENGAGE	EVENT RESOURCES
Year-One Broadband Plan	Wilderness Timeline	NEPA without Fear	Sign-in Sheet
101 Ideas for Broadband Events	Public Involvement	Leadership Tips	Waivers
Sample Public Service Announcements	Targeting Legislators	Riparian Assessment Tools	Hiking and Field Trip Handbook



501(C)(3) TAX-EXEMPT STATUS

Great Old Broads for Wilderness is qualified under section 501(c)(3) of the Internal Revenue Code as exempt from federal income tax. Donations of money and/or goods/services, as well as membership payments, are tax-deductible contributions. Members and donors (cash or auction items) receive a letter directly from the national office. Should you have direct donors, be sure to acknowledge the donation in writing and include the following language for their tax records.



Great Old Broads for Wilderness is a 501 (c)(3) not-for-profit organization (tax ID #87-0479828). No goods or services were provided in consideration of the contribution acknowledged in this letter. You may wish to keep this letter for verification.

A copy of our IRS letter is in your notebook. A link to it can be found on our website www.greatoldbroads.org, under “About Us”, “Our Finances.”

A condition of our Tax Exempt status is a limitation on how much of our time can be spent on direct lobbying. We can lobby, but cannot spend more than about 15% of our budget doing so. Federal tax law defines lobbying as any attempt to influence specific legislation. Legislation means a bill that has been

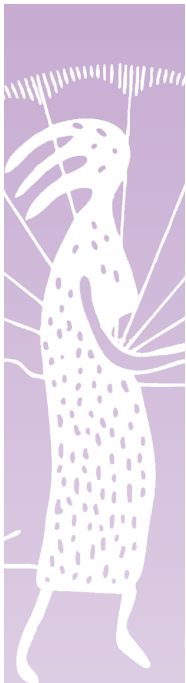
introduced, or a draft bill that may be introduced in any legislative body such as a city council, state legislature, or Congress. Most of our time/work can be classified as “education” rather than direct lobbying. Please read the handout in your handbook about Lobbying.

Broadbands are not authorized to engage in any political activity under the auspices of Great Old Broads for Wilderness. Political activity is described as “participating in, or intervening in (including the publishing or distributing of statements) any political campaign on behalf of (or in opposition to) any candidate for public office.”

State Specific Non-Taxable Transaction Certificate

Should you plan an event that will require the Broadband to purchase food, supplies, lodging, or other taxable items, you will want to save dollars by applying for a Non-taxable Transaction Certificate (or Tax Exempt Certificate. Note, it might be called something slightly different in your state) for Great Old Broads for Wilderness. Do this for the organization, not just your Broadband. Please check with the Grassroots Leadership Director to see if one has already been obtained for your state before you move forward. You should have all the information to do this but should you need help, please ask us. We have current certificates on file with Colorado, New Mexico, and Utah.





FINANCIAL GUIDELINES FOR BROADBANDS

Soft Credit Accounts

INCOME FOR YOUR BROADBAND

The Member Credit Promotion: \$5 per dues-paying member in your Broadband

Our organization's fiscal year starts January 1st. At the beginning of each fiscal year, we tally up all the current dues-paying members within your Broadband, multiply that by \$5, then put the total into your Soft Credit Account. If you have 50 current dues-paying members as of January 1st, you would receive \$250 in your soft credit account. This money does not roll over from year to year. We encourage you to use it when you need it! However, if you have a strong reason for why you need a portion of it to roll over, just talk to the Grassroots leadership Director about your situation.



Your Fundraising Efforts

When you hold fundraisers of ANY kind, all you need to do is send the total to our national office. If you receive a grant, the funder will send us a check directly. Whatever it is, we will deposit it and earmark it entirely in your Soft Credit Account. That money was earned by your Broadband, so it stays in your Soft Credit Account and rolls over from year to year. The national office keeps it safe and sound for you!

Your Expenses: Who approves your spending?

Ultimately you and your leadership team are responsible for staying within your budget and spending your money appropriately. If you have a co-leader, leadership team, or an appointed treasurer, then make sure you have consensus. If you are currently a one-woman show, just talk to your Regional Coordinator if you need a gut-check.

How to access your money

- Mail or email your receipt to your Regional Coordinator, and we will promptly mail you a reimbursement check.
- Have your Regional Coordinator pay a vendor directly! Either over the phone with a credit card or by mailing a check. Just make sure to send us all the info so we can track it in your soft credit account. Need a down-payment for an event space? Just let us know.

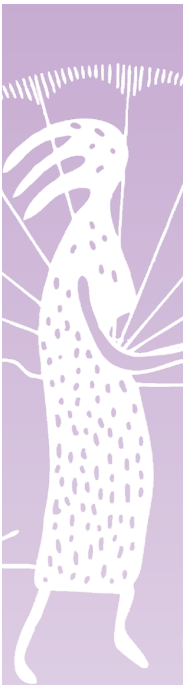


APPROPRIATE EXPENSES:

- postage
- tabling fees
- printing
- monitoring equipment (Gamera, GPS, or camera)
- speaker fees
- travel expenses (for a speaker or Broadband Leader)
- meeting room rental fees
- office supplies
- food for special events
- and more -- just talk to the Grassroots Leadership Director if you're not sure

...Sorry, no alcohol!





Tracking Your Balance

All you need to do is open up your Soft Credit Account spreadsheet to view your current balance. If you don't have the link to yours, just email your Regional Coordinator.

Collecting Registration Fees

If you are running a big event, camp out, Regional Broadwalk, or anything that you need to collect registration payments for, then let us help you. We have a super easy, streamlined system so you don't have to handle all those checks and pay vendors. That way you can focus on the more fun aspects of event organizing!

Let us know if you have any questions whatsoever! We want to help streamline this piece of running a Broadband and all your events/projects.

BROADBAND FUNDRAISING

There are many fun ways to augment support for Broads and Broadband activities through various fundraising strategies. Whether you are contemplating a major annual fundraiser, hosting something on a smaller local scale, or simply aim to increase this year's active dues paying members, please be sure to contact your Regional Coordinator for the ideas and support to ensure a successful gathering.

Nonprofit financials can get complicated. We must account for every penny during our fiscal year and our audits need to reflect these transactions. All Broadband fundraising activities are conducted under the auspices of the Great Old Broads for Wilderness. All Broadband funds considered donations are to be submitted to Broads Headquarters within 45 days as to allow acknowledgment of a charitable contribution to the donor and to properly account for funds.

After an event, please contact your Regional Coordinator to determine the most logical course of action to account for the funds earned, and to assure funds remain available to you as a resource throughout the year.

If you'd like to discuss fun and creative ideas to raise some extra funding, please be sure to contact your Regional Coordinator. (We love this kind of brainstorming!!!) See the Appendix for more fundraising ideas and support.

Personal contributions of such items, or funds for them, can be considered as charitable contributions and we can generate a letter to that effect if you provide us with the needed information.

SPONSORED BY:
Unitarian Universalist Fellowship Social Justice Committee
& Central Oregon Bitterbrush Broads, Great Old Broads for Wilderness

DAMMED TO EXTINCTION

Four obsolete dams choke off access to thousands of miles of rivers. Removing these dams will save money, salmon, and orcas.

a film by
Peterson Hawley Productions
in association with
WHALE RESEARCH
Orca Survey Since 1976
Ruth Foundation
Support of the U.S. Marine Mammal Commission

EVENT SPONSORS:
UNITARIAN
UNIVERSALISTS
OF CENTRAL OREGON
Bitterbrush Broads

**Tuesday, June 11, 2019
6:00-8:30 pm**
Unitarian Universalist Fellowship
61980 Skyline Ranch Road • Bend

Steven Hawley, author and filmmaker
will attend and address questions and
comments after the film.

Doors open at 6 pm, film begins at 6:45

Please register in advance at
<http://bit.ly/Dammed2Extinction>
or email bitterbrushbroads@gmail.com



RISK MANAGEMENT

Volunteers Events & Liability Insurance

Great Old Broads for Wilderness carries General Liability Insurance coverage with Chubb, with a General Aggregate Limit of \$2,000,000. A copy of the coverage summary page is in your Notebook. All Great Old Broads for Wilderness events are covered by this policy and you do not need to purchase additional insurance locally. Broadbands and your normal gatherings/meetings are covered in this policy.

For special events or multi-day outings, please let us know about them so we can determine if any changes to our policy/coverage are needed. Should you be asked to provide proof of insurance let us know and we will get you the necessary documentation.

On occasion, you might be asked to add a business or entity to our Liability Policy as an additional insured. This usually is not difficult to do. Should you receive that sort of request let us know.

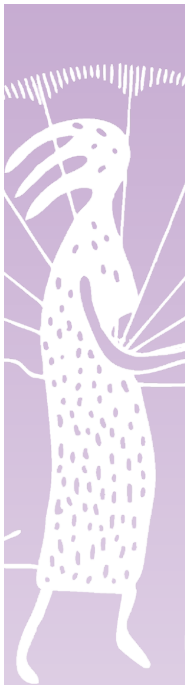


Each Broadband Leader must complete the Volunteer Agreement, Release Form, and Liability form. This completes the understanding between us regarding Liability.

For outings, hikes, and events beyond an indoor meeting, participants are **REQUIRED** to complete the Great Old Broads for Wilderness Agreement, Waiver & Release. (A copy is in your notebook and on the Broadband Leader Resource webpage.)

Broads has created a risk management manual to support and protect the safety of you and your members on any outdoor activity or multi-day outing. It is important to become familiar with this manual, which is located in the leadership dashboard resources. Contact your Regional Coordinator with questions.





Section 3: Act

Grassroots Organizing Tools and Strategies



We have some work to do!

How do we most effectively use our leadership skills and conservation experience to organize for change? The following section discusses self-interest, the power of story, public work, and collective action through the model of civic, democratic action and grassroots organizing.

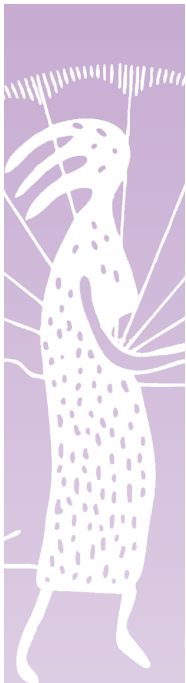
To understand and implement grassroots democracy and action research, one must remember that it is a **PROCESS!** Often times we find ourselves talking about an issue that fires us up, makes us tick, gets us angry. We begin to talk about what can be done about it with our group and before we realize it, the team is spouting out solutions and actions to move forward. So what are ways to move an agenda forward that is both effective and efficient as well as democratic and inspiring to our entire team?

Organizing for grassroots democratic action is a dynamic, multistep process that takes a few key steps that are repeated over and over again in a cyclic pattern:

- relationship development
- collective shared dialogue
- research
- action
- evaluation
- celebration

This is a heavily researched topic and this section aims to simply skim the surface to support you in your development of these individual processes and ideas used here is one model of many supporting the means for active participation and community change.



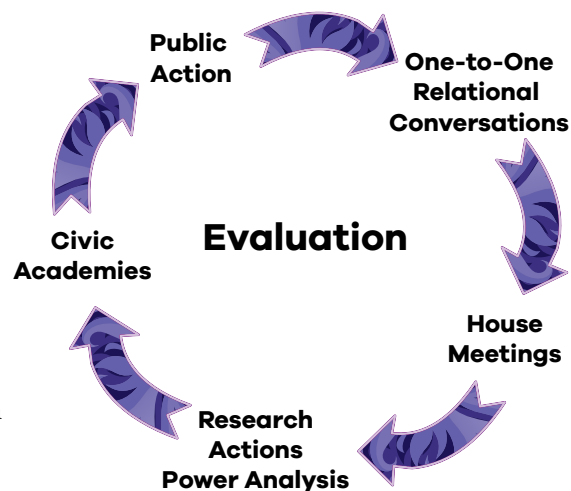


RELATE, ACT, REFLECT

Communities Organized for Relational Power in Action (COPA)

- Develop leaders with power to take effective action in public life

Broads know we cannot do this work alone. It takes a team, an organized one, that is dedicated and ready to take action together. Learning how to distribute power and share responsibilities is a HUGE help to our leadership team. This helps with effectiveness, but also engages and empowers all members.

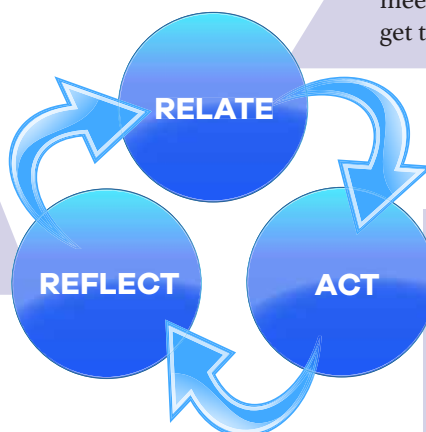


Implementing the cycle into our on-the ground work:

Try these steps with your Broadband teams:

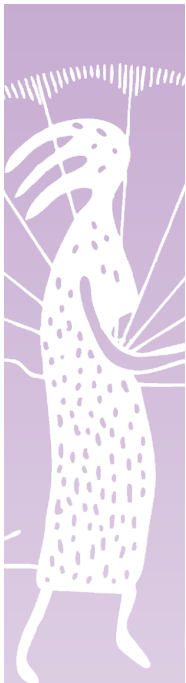
- **Build and recruit a team:** Host many one-on-one conversations to build trust, identify interests and most importantly, to identify leaders with a desire for self-development to take effective action on behalf of their community. One-on-one meetings are held by organizers and other primary leaders while house meetings are groups of 8-10 leaders held within the member institution.
- **Conduct Action Research:** Based on issues identified through individual meetings and house meetings, strategy teams will then conduct Research Actions. The purpose of Research Actions is to build relationships with public officials or private sector leaders, understand their interests and explore possible solutions. This is also referred to as a power map and will help inform a strategic plan.
- **Have your voices heard and engage with the community:** A Public Action is a public meeting of leaders and the official(s) or private sector leaders to make public a negotiated agreement and demonstrate an exchange of power around a particular issue and plan of action.
- **Evaluate and reflect with your Broadband:** Following every action or meeting, leaders take time for evaluation as a means of learning and leadership development. Leaders reflect with the organizer on what was gained, what could have been done better, how did leaders change and grow, and strategize on the next steps.

How did it go? What went well and what can be improved? Celebrate! Then, begin from the beginning as you move to the next step.



Relate through one on one relational meetings, host small gatherings, and get to know your team and partners.

Decide what the next steps are as a team. Who do you need to know, who is a powerful partner, what tools do you need, and begin speaking in public, writing letters, and having your voices heard.



PUBLIC NARRATIVES

Your stories!

Weaving our experiences together to build community of movers and shakers

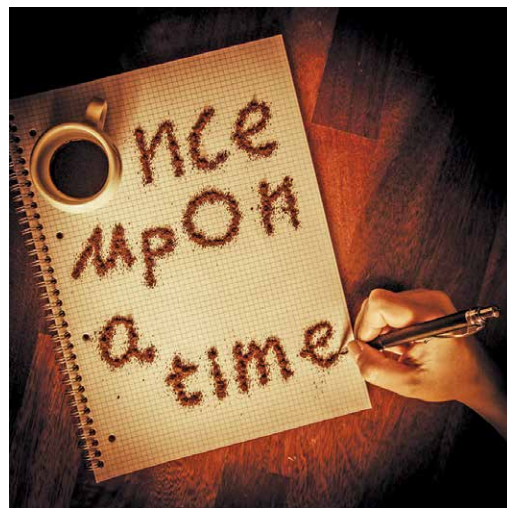
THE STORY OF I, US, AND NOW

What makes you tick? What makes others around you fired up? Why are we who we are and what influences the way we think about ourselves in the world today? What do we want our life legacy to be? How does that relate to this work and the community? Why is it urgent now?

A public narrative will take an audience of our “I” (our experiences that shape us)...

to our “Us” (the experiences have then connected us to a larger action/purpose/cause/community/collective)...

to our “Now” (our call to action, our sense of urgency, our one liner to the world).



We all have a story! What is yours and how has it shaped who you are in the world?

PUBLIC NARRATIVES, LEADERSHIP, AND GRASSROOTS ORGANIZING

Our stories matter. Experiences shape the individuals that we are today; how we see the world, how we think, act, respond to others, and perhaps who we work with, socialize with, and what paths we choose to take in life. As we develop our stories and share them with others, often times, we find that those around us can relate in some way or have similar experiences. Stories can shape our understanding of one another's values and aspirations, ideas, and visions for now and the future.

These **public narratives** are incorporated into the activities held at our Wilderness Advocacy Training to enable participants to do just that: dig deeply into themselves, explore what they care

about, why they care about it, and how they can take action towards it. Our leaders begin to deepen their purposes and passions and will learn how to inspire others to feel inspired through the sharing of these stories.

How do we write these things?

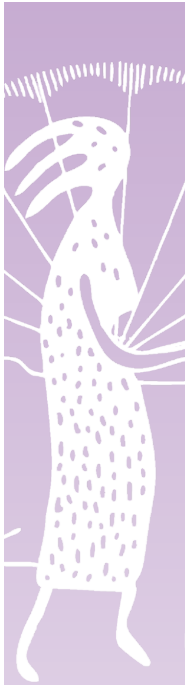
Public narratives enable us to define our “I” selves, an experience that we hold deep, that defines a moment in our lives that has shaped our thoughts, values, or passions. The story then moves into the “us” —how these passions



connect us to our communities, the larger picture, the collective movement. Finally, the narratives end with the urgency of “now”, the importance of our work in terms of movement and action.

The public narrative is a work in progress. It is ever changing as we are. We have many messages and stories. Our shared narratives will be influenced by our audience and our call to action, and will vary depending on who and what we are speaking to. They are vulnerable. They are truth. They are powerful. They can help shape our recruitment of new members, deepen relationships with current members, connect deeply with partners and collaborators, and remind us why in the world we do what we do even when it's hard and feels unrewarding.





Marshall Ganz, senior lecturer at the Kennedy School of Government at Harvard, and an activist, and organizer, has written quite a bit on this topic and provides resources on the importance of identifying our stories and how to use them as we deepen relationships with those around us.

Excellent resources:

<http://www.greatoldbroad.org/ganz-what-is-public-narrative/>

http://marshallganz.usmblogs.com/files/2012/08/Power_of_Story-in-Social-Movements.pdf



Here is an example of a narrative written last year by a Broad. For more Broadband Leader public narratives, please visit the Broadband Leadership Resources page.

Public Narrative 2015

I am a grandmother, and it was a grandmother who focused my interest in nature.

One of my grandmas had a fur coat. When she came to visit, I would always snuggle up to that coat as she came in the door. I had never felt anything like it. "I think it's rabbit," my mother would say later, dismissively. It was not her mother. That grandmother, despite allowing me to stroke her fur, did not influence me much. The other one, in only a few visits, speaks to me yet.

When she would come to our house, once every year or two, she would propose a walk in the woods. We soon learned these were not meant as idyll rambles. She would stop at a tree, pull down a branch, and line up my brother and me like it was a school room.

"What kind of tree is this?"

"An oak?" I would hazard. I was the older.

"Yes, good, but what KIND of oak?"

"Ummm."

"Well," she'd say, "remember this. See these rounded lobes? A White Oak has rounded lobes." And back along the path we'd go. Next up might have been a Pin Oak.

"See these sharp lobes that seem to end in a needle point? Pin Oak!"

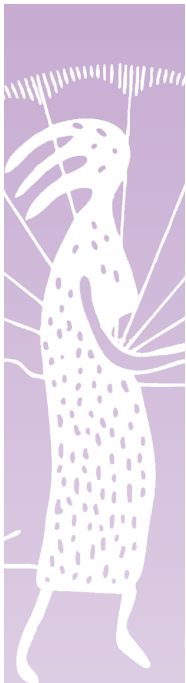
It has only occurred to me recently that my grandmother's (and mother's and father's as well) insistence on our learning the names of things was a way of demonstrating that they placed great value on them. If you don't care about something, you don't bother learning its name, do you? So we learned names, but we also learned there was something important about trees, birds, flowers, sea shells, and most other of earth's expressions of life.

When we would visit my mother's parents for a week in the summer, there would be my grandmother's shell collection, displayed and labeled in glass cases, just like at a natural history museum. She used to take parts of it around to various schools in rural northwestern Ohio, giving lectures. She'd found all the shells herself when she and my grandpa would travel in the summer. For many years he was a teacher.

My husband and I now live on 40 acres bordering a national forest in the Zuni Mountains of northwestern New Mexico. We are in the belt of Alligator Junipers, that in our area are mostly found within parameters of 7500 to 8500 feet. We have four grandchildren, and when each of them was old enough to go for walks, they were straight away taught to identify an Alligator Juniper. The first time we went through this routine, little Max looked rather alarmed. "But there are no alligators, right Grandma?" he said.

I wonder if it isn't possible to link my narrative to the now by saying that this is not a time when most of us know the natural world well. What names DO we know? LeBron James. Lady Gaga. Peyton Manning. Tesla. Lady Mary Grantham. The Koch Brothers. Christine Legarde. There are thousands that we know, people in our world. Does this suggest we value humans above the other inhabitants of the planet? I think there is no doubt of that. Would it help if we spent more time teaching children about the natural world? I bet so. So, to me, it's important for us to keep in mind that protecting the natural world, while a noble aim, is not a guarantee of its survival long term. We all have to know and cherish it as well.





RELATIONAL MEETINGS

How to use your Public Narrative to develop RELATIONSHIPS, recruit, and retain members and constituents

Take your stories and share them with the world. Our experiences connect us with others of many diverse backgrounds, histories, and help us to connect with one another through the sharing of values on a deeper, engaged level.

Relational work can help organized groups such as our Broadbands increase our power and effectiveness as it encourages us all to make deep and meaningful inquiries into others in order to begin understanding how their experiences, knowledge and energy have shaped them and moved them to action. Individual meetings are the foundation for the initial connection created amongst group members. They are the glue that binds the group together, and thus must be an ongoing effort; these relationships are the steadfast supply of energy and support when challenges arise. Relational meetings occur throughout your time with the Broads as a means of looking into the well-being of group members, as well as accountability reminders and check ins. These meetings compel individuals to enter into a state of vulnerability, as openness, honesty, and empathy are crucial for connecting with one another. It is imperative to understand why we are all passionate about these specific issues and discover together what, or whom in our personal histories and our life narratives taught us to care about justice and of the importance of civic engagement. The creation of these connections and learning about each other's genuine sense of self is necessary in order to discover the fundamental drives within each individual, both in their participation in the Action Research Teams and in their overarching passions.



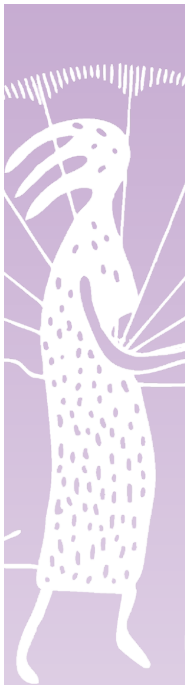
Vulnerability?! Sharing?! This can be an awkward or foreign process, but it is an effective one and a powerful tool! Use relational work (r:r's) when:

1. You want to establish or deepen a relationship with this person.
2. You want to learn some significant things about them, what makes them “tick”, what they value, who they really are, and what has brought them to this point in life to recruit and retain Broads
3. You see potential for partnership, leadership, or collaboration.
4. You would like to increase participation, accountability, and consistency in team involvement

How they work:

Contact your lead by expressing your interest in his/her work, that you would like to take about thirty 30 minutes of their time, and get to know them better. When you meet, feel free to introduce yourself and your intention for this conversation. Be sure that you share your stories as your relational meeting partner shares his/hers. Vulnerability is a strength.





RELATIONAL MEETING NUTS AND BOLTS

1:1's are:	1:1's are not:
No more than about 45 minutes long	Hours of conversation intended on covering every topic in the world
A sharing of stories and experiences	Meant to tell a lifetime of events
Vulnerable, meaningful, safe, but deep conversations that help exchange values, experiences, and reasons for why we think the way we think and why we do the things we do	Casual, cup of Joe meetings or a poking into one's personal life to find out their deepest secrets overstepping boundaries or comfort zones
Discussion based, fun, and intentional beginnings to relationship development	An interview
A means to deepen relationships, build partnerships and collaborators, recruit new members, gain useful resources, identify next steps in a potential action	A means to make all-new best friends

I'm ready to try one, but where do I even start?

The goal is to learn about each other. The following questions can help you get started. Most often, you'll find it's better to start more broadly, then narrow in on the more personal sharings.

"What brought you to contacting Great Old Broads Southwestern Utah chapter?"

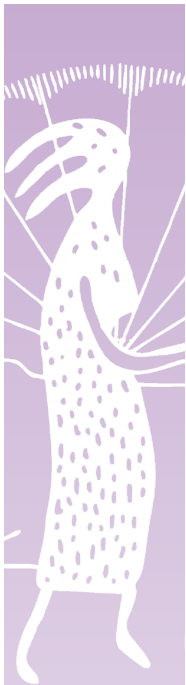
"What do you love about nonprofits or getting involved? What makes you feel uncomfortable?"

"Where do you live? When you talk to your neighbors or others in the community what are their concerns in life? What is happening around your area that you have concerns with?"

"Was there ever a time that you got involved in an effort to organize or create change?"

"What would you most like to change in your region or around a current issue?"





POWER MAP, RESOURCE IDENTIFICATION, AND ACTION PLAN

Identify and Create Our Public Narratives

What experiences have shaped who we are today and how we see ourselves in the world?

Practice and Host Relational Meetings

Use 1:1 meeting time to deepen relationships with others through exchange of story and experiences.

Now Power Map It

Who are the stakeholders? Who is a power player in this work? What do you know and not know?

Now that you have shared your story, identified interested teammates, and built a strong and passionate Broadband, you are ready to address an issue in your area that you want to see change.

Power mapping is an excellent exercise to do any time you take on a project, event, campaign, or issue. These are also ways to simply identify your Broadband's connections and resources.

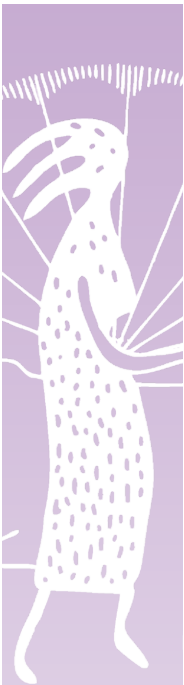
Power Mapping Exercise

The creation of a power map is a wonderful tool for community members to engage in problem solving around a particular issue identified, event planning, and organizing. This exercise will help your group determine the individuals and groups in your community who are affected by the issue and who can influence your "focus area."

Follow these steps BEFORE you start:

1. Identify a facilitator to help run this activity
2. Ask for a recorder to create the map on a large piece of paper, a flip chart, or white board so that everyone can see it and participate
3. Ask another person to help be sure that all ideas and voices are heard
4. Identify a recorder who will take notes to distribute later on in the meeting or to follow up with afterwards.





Get started:

1. Identify the community issue, problem, target, or project at hand and place in a central circle

Example:
Grazing in Grand
Staircase-Escalante
NM

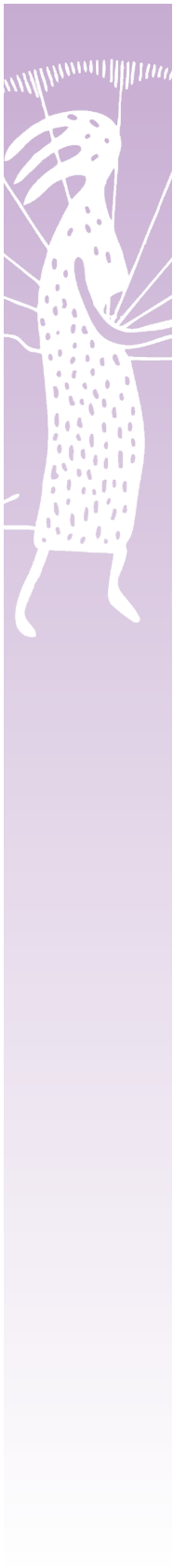
2. Begin brainstorming with the team any people and resources needed to move forward with your central focus area- who are influential, who is directly impacted, who can provide feedback and information needed, who will support this?



Here is a list to double check after your team has gotten the momentum going. Have you considered: (list taken from moveon.org/organize/campaigns/powermap.html)

- Small-business owners
- Donors
- Students
- Parents
- Teachers
- People directly impacted by the issue you're working on (e.g., in the health care fight, the uninsured or under-insured)
- Organizations that represent voters (e.g., AARP, Democratic clubs and unions, nonprofits, coalitions, community clubs, hiking groups)
- Organizations with political capital (e.g., they helped elect the target)
- People on both sides of the issues, main contacts, representatives, decision makers
- Chamber of Commerce and other business institutions
- Media Outlets
- Celebrities
- Elected officials
- Stockholders and board members of companies
- Faculty and administrators at local colleges and universities
- Organizations impacted by the campaign issue
- Clergy and religious leaders or institutions
- Community and social justice organizations

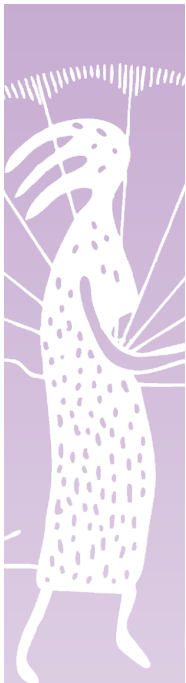




Power Mapping Exercise (continued)

3. Don't be afraid to create sub categories off of your main resources- there are multiple layers to the work we do. Be creative, strategic, and thorough! For Example, who is the main contact in that area to the BLM? What are the names of the hiking clubs that use that area? What are the names of the Ranchers on each allotment?
4. Identify the connections between your resources. You may begin to notice that the people and places you have identified are connected in some way- begin drawing those lines between those people. This will help you identify the best ways to approach and communicate with the community.
5. Acknowledge what you know and what you DON'T KNOW yet. This is an important step. Don't have a name or contact person? Not sure if an organization is involved? This will inform next action steps.
6. When you believe you have exhausted the resources, people to contact, and locations to seek out, begin a list of to-do's. Who is going to follow up with whom, what are our next steps? When do we sit down together again? What is our goal for our next meeting? Write these things down and stick with it. Ask for volunteers to take on a role or two. Assign roles and responsibilities to follow up on. Remind your members before the next meeting about their tasks and ask them to report on the results at the meeting.





LOBBYING AND OTHER ACTION STEPS FOR EFFECTIVE CHANGE

What is lobbying, anyway? It's a form of advocacy with the intention of influencing decisions made by the government or by individuals and includes all attempts to influence legislators and officials. This is an interesting and intense process and takes a lot of practice. To learn the tricks and tips of lobbying, head to the leadership dashboard and watch for a training CARE Call on this topic in the future.

There are so many ways to act and engage! Look for links under your resources section online to find information on the following and if you don't see a resource, call the national office and let us talk through a strategy together. Remember, every action counts. Make it yours.

Actions for Change:

- Letter writing campaigns
- Lobbying (see appendix)
- Public speaking
- Connect others with landscapes in need of attention through hikes and visits
- Leading hiking and monitoring projects to collect data, photographs and ground truthing
- Service work and field visits
- Protests and rallies
- Media and social outreach
- Letters to the editor
- Get involved in the NEPA process
- Plan a regional Broadwalk or Broadwork
- Educate the public!
- Become a Broad or Bro and encourage others to join, too!

Look for these incredible resources full of information for your advocacy and organizing needs:

- Wilderness Bills by state
- Special Provisions of Grazing in Wilderness Act
- NEPA without Fear
- Resource Management Planning Process
- 101 ideas for BB Events
- Lobbying in's and out's
- Media, PSA's (Public Service Announcements), Letters to Editors
- Planning a regional Broadwalk
- PDF of Activist's Guide to Helping People Protect America's Wild Places

Great job! We've identified our stories, connected with others, developed a collective for action, put in time for research and networking, mapped out a plan, and implemented it... but we're not done. Don't forget to evaluate the process! Then celebrate! Then continue....

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