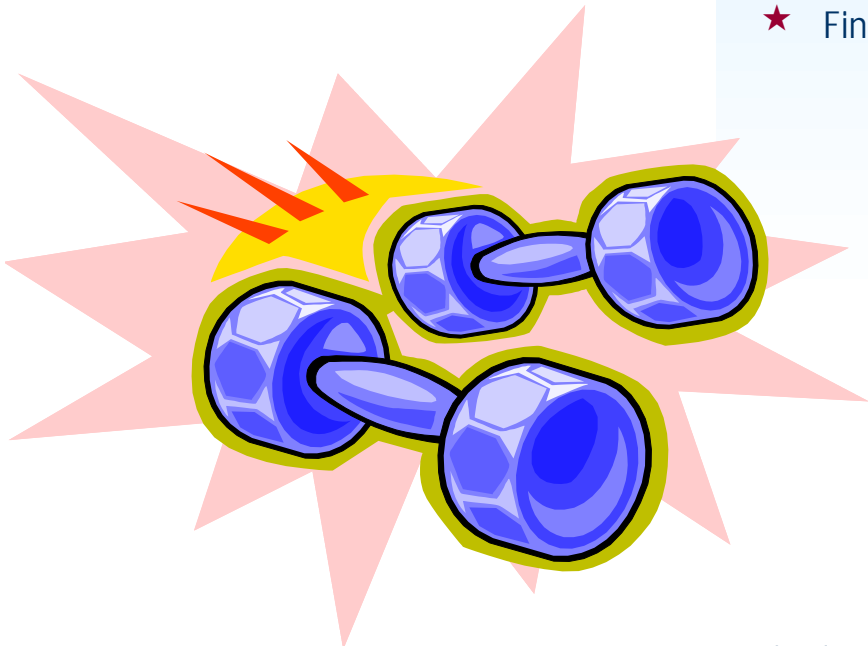


2004

POWER Workbook

What's Inside...

- ★ Funding Fitness:
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Another learning opportunity
brought to you by

Welcome to the 2004 Power Workshops: Strength Training for Byways!

Sustainability is the focus of this workshop and much of the work that America's Byways Resource Center will pursue over the upcoming years. Based on comments from the byway community and our research, we have determined that sustainability of local organizations around the country is critical to the healthy future of the National Scenic Byways Program. The purpose of this workshop is to increase your knowledge and strengthen your abilities so that you can then go home and improve your byway's sustainability.

The National Scenic Byways Program is moving into a new phase of its existence. We started with the challenge of beginning the program, encouraging state programs, initiating the designation of the collection of significant byways and encouraging the preparation and implementation of corridor management plans.

Today we face many questions:

*How do these dozens of byways stay organizationally and fiscally fit into the future?
How do they become more efficient resource managers and effective community developers?
How do they communicate and realize a clear and compelling vision?
How do current leaders maintain their effort as well as find and develop emerging leaders?*

What you'll learn:

During this workshop, we will focus on three sustainability components and the associated questions:

Funding

How do individuals and byway groups make and implement effective, long-term funding plans and promote those plans to potential funders?

Organization

How do byways develop and maintain strong, resilient, long-lived organizations made up of people who are strong proponents for byways?

Resources

How do individuals and leaders hold both a broad vision for their byways' resources and pursue practical efforts to protect and promote those resources?

In our effort to encourage sustainability, we have developed a set of *sustainability indicators* to support you, your byway group and the overall program. These indicators tie directly to the workshop content in each of the three topic areas of organization, resources and funding.

At the end of this workshop you will complete an assessment of your byway using these indicators. You can use this tool to assess the health and sustainability of your byway and then lay out a path of action to increase your sustainability score over time.

How you'll learn:

Finally, this is a *skills* workshop. While we will provide you with much information, the objective of the program is for you to integrate the information into action.

INTRODUCTION

This workshop will focus on two core sets of skills:

1. Tell a compelling story. You and your fellow byways members will be catalysts, and you will be effective at convincing people to be involved in your projects. You will learn ways to support the byway politically, to secure funding, and to involve stakeholders. This ability is closely tied to effective communication skills. You will practice these skills in each of the three sessions, but from different perspectives.

2. Hone your analytical skills. You will improve your ability to analyze group process (e.g., decision making, leadership, conflict management) and your ability to assess organizational needs (e.g., legal structure, grassroots support). You will learn ways to assess funding strategies, to recruit supporters and to develop resource management strategies.

Participate in this approach and you will leave the workshop in better shape than ever—ready to do the heavy lifting and run the race that leads to a lifetime of fitness for all byways.

WORKSHOP STRUCTURE			
DAY 1	12:00-1:00 PM	Introductory Session	Welcome
DAY 1	1:00-5:00 PM	Session 1	Concurrent trainings on organizational development, funding and resource management
DAY 2	8:00 AM-12:00 PM	Session 2	Concurrent trainings on organizational development, funding and resource management
DAY 2	1:00-5:00 PM	Session 3	Concurrent trainings on organizational development, funding and resource management
DAY 3	8:00 AM-12:00 PM	Concluding Session	Required presentation of your byway's compelling story and core problems/challenges for group analysis

Training Objectives:

By actively completing these training sessions, participants will be able to:

- Clearly describe the current status of the sustainability of their byway
- List possible actions that will increase the sustainability of their byway
- Understand and effectively communicate with, persuade and work with their byway supporters, community groups and other stakeholders
- Identify root causes of problems, possible solutions, and analyze best options for action
- Transfer new knowledge and skills to other members of their byway group

PROGRESS WORKSHEET

Chart your progress:

The following table provides space to measure and evaluate your individual learning from these training sessions. In the column labeled “pre-answer,” write a short answer to each question. A few phrases and concise ideas will work great—no need for complete essays.

FUNDING		
Question	Pre-Answer	Post-Answer
1. What is/are the most important funding issue(s) a byway faces for continuing its existence?		
2. What are the standard components of a good funding/grant proposal?		
3. What are the five most effective ways to reach a potential donor for your byway?		
ORGANIZATION		
Question	Pre-Answer	Post-Answer
1. What are the most important actions to obtain and retain good people in an organization?		
2. What are the factors to consider when deciding on an organizational structure for a byway?		
3. What threatens the organizational sustainability of a byway?		
RESOURCES		
Question	Pre-Answer	Post-Answer
1. What are the essential ingredients that enable any byway to tell a compelling story?		
2. How can a byway best prepare for unexpected developments or future events that may threaten the assets of the byway?		
3. How can a byway adapt to inevitable growth and change without relinquishing core values?		

Funding Fitness: Flexing Your Financial Muscles



Building a strong financial foundation is an important goal for all byways. Fundraising success is directly linked to other success factors—a clear vision, a healthy organization, active partnerships and sound planning. Byways need information, strategies, tools and muscle to move ahead.

Before we begin, ask yourself the following questions:

- ✓ Do your byway's group members know how to create a budget that supports the long-term plans for your byway, as well as a work plan and a contingency plan?
- ✓ Do your byway's group members have the skill and ability to recognize a strong grant proposal?
- ✓ Has your group identified potential funding sources beyond those of the National Scenic Byways Program?
- ✓ Do the leaders have a clear understanding of federal funds requirements and administrative responsibilities associated with these funds?
- ✓ Has your group developed a comprehensive, multi-year financial plan?



MEET YOUR PERSONAL TRAINERS

Don Charpio, Ed.D

Department of the Interior, Bureau of Land Management

Don Charpio, Ed.D, National Recreation Director for the Bureau of Land Management, served as Grants, Tourism, and Partnership Specialist for BLM's Arizona State Office for the past eleven years and most recently served as the Assistant Field Manager for Resources in the Bureau's Phoenix Field Office. His duties have included providing training, technical assistance, and staff support on issues related to recreation, tourism, trails and transportation planning, grant development, partnership building, and interpretive program planning. Don was named Arizona Tourism Person of the Year in 1999 and has been awarded multiple Special Achievement Awards by the Bureau of Land Management for his work in developing external funding sources and partnerships for the Bureau.

Curt Pianalto

America's Byways Resource Center

Curt Pianalto joined the staff at America's Byways Resource Center in March 2004. As Byways Resource Specialist, Curt will provide technical assistance, information, training, contacts and support to local byway groups. Previously, he worked as a transportation planner for the Duluth-Superior Metropolitan Interstate Committee, which is the Duluth (MN) area's Metropolitan Planning Organization (MPO).

Curt holds a Bachelor of Arts Degree in Urban-Regional Studies with a Minor in Political Science from the University of Minnesota-Duluth (UMD). Currently, he is working towards a Masters of Business Administration (MBA), also from UMD.

WORKSHOP OVERVIEW		
Topic	Learning Objective	Time
Introduction and Overview: <i>Keys to Fiscal Sustainability</i>	Students will be able to relate how strong fundraising planning and execution contributes to byway and organizational sustainability.	10 minutes
Section 1: <i>Developing and Writing Successful Grant Proposals</i>	Given a standard outline for grant proposals and the key elements of effective proposal development, students will be able to 1) write a strong introduction to their organization; 2) compose a compelling <i>problem</i> or <i>need</i> statement for funding a byway project; 3) identify strengths and weaknesses of sample statements/proposals; and 4) site three sources where they can find information on grant sources.	55 minutes
	BREAK	15 minutes
Section 2: <i>Effective Methods for Requesting Donations</i>	Provided a list of potential donors in a hypothetical community and the most effective means of soliciting funding, students will be able to prioritize the approaches for seeking donations, complete a community donor assessment and make a pitch to a hypothetical donor.	60 minutes
Section 3: <i>Multi-year Work Program and Financial Planning</i>	Provided a list of potential funding methods and some key principles of nonprofit budget development, students will be able to list critical steps in developing a fundraising plan. Given some typical SWOT analysis questions, students will also be able to outline the <i>strengths, weaknesses, opportunities</i> and <i>threats</i> facing their byway and/or organization. They will also be able to outline an annual plan (with contingencies) of what needs to be accomplished and how the plan will be funded.	55 minutes
	BREAK	15 minutes
Section 4: <i>Being Fiscally Accountable and Responsible</i>	Given the reporting requirements for administering a scenic byways grant (FHWA or State) and the basic principles of nonprofit financial management, students will be able to 1) outline at least five key elements of a financial accountability strategy for a nonprofit; and 2) list five components of effectively managing a grant program.	20 minutes
Conclusion: <i>Fundraising Sustainability</i>	Review session objectives and reference list, and complete the sustainability indicators.	10 minutes

SECTION 1: DEVELOPING AND WRITING SUCCESSFUL GRANT PROPOSALS

A. WRITING AN INTRODUCTION AND CREDIBILITY STATEMENT

Almost all grant proposals, long or short form, include these major components:

- ✓ Summary
- ✓ Introduction
- ✓ Problem/need statement
- ✓ Goals and objectives
- ✓ Methods
- ✓ Budget
- ✓ Evaluation
- ✓ Attachments

The Introduction...

- Establishes **who** is applying
- Describes applicant's **purpose and goals**
- Lists applicant's **programs and activities**
- Describes applicant's **clients and constituents**
- Provides **evidence of accomplishments**
- Offers **quotes and endorsements**
- Supports **qualifications or expertise** in the program area that will be funded
- Leads logically to the **problem/need statement**
- Is as **brief** as possible
- Is **interesting**
- Is **jargon-free**



EXERCISE 1.1

Instructions: Using some of the above suggestions of content, draft a credibility statement of four to five sentences/bullets for your byway organization. Be prepared to share it with the workshop participants and provide feedback on how to improve others' statements.

(5 minutes to draft statement; 15 minutes to report and critique)

B. WRITING A PROBLEM/NEED STATEMENT

The keystone of the proposal is writing a strong *problem/need statement*:

Problem = a situation to be eliminated

Need = a model project to enhance community

Identify the exact problem or need:

- Constituents
- Symptoms
- Causes
- Secondary effects
- Conditions and influences
- Localize time and geography

Good statements are written as compelling stories:

1. Have a clear external focus
2. Define the context of the situation
3. Prove the problem or need (documentation)
4. Exemplify with real events (experiences)
5. Often use quotes from experts or individuals facing the problem
6. Avoid circular reasoning
7. State the bad results

*What will happen if a problem is left alone?
Problems have **bad** endings!*



EXERCISE 1.2

Option A: Working in teams, identify a situation area related to a team member's byway that is a problem to be resolved or a need to be fulfilled.

Option B: Working in teams, rewrite a scenic byway grant project description into a compelling need or problem statement.

Statements should be six to eight sentences/bullets and incorporate the teaching points provided. Be prepared to report to the group and provide feedback on how the statements of others could be improved.

(10 minutes to draft statements; 15 minutes to report)

FUNDING

SECTION 2: EFFECTIVE METHODS FOR REQUESTING DONATIONS

A. RECRUITING AND RETAINING MEMBERS

Where does the money come from?

Money can be raised from all sorts of places and in many different ways. One challenge facing your group is to identify which options will work best given your local community and byway situation. Regardless of which avenues you choose, you'll want to focus your greatest energies on the following:

1. Developing a well-organized _____.
2. Raising funds from individuals. Individual donations comprise _____ to _____% of funds received by nonprofits, compared with seven percent (7%) from _____. Individuals donate more each year through bequests (6.8%) than corporations, who give about five percent (5%) of all nonprofit dollars!

Two guiding principles:

1. Spend _____% of your fundraising time on _____.
2. Focus your energy on the small portion of donors (_____%) who contribute the largest portion (_____%) of funds to your organization. You'll spend less time and get more money than if you focus on the larger portion of donors (70%) who contribute only a small amount of funds (_____%).

To attract members...

- Package your message
- Know your constituents (hot list, warm list, cold list)

Tools for attracting members:

- | | |
|----|-----|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

How much for dues? _____

Advantages of dues:

- | | |
|----|----|
| 1. | 4. |
| 2. | 5. |
| 3. | 6. |

Tools for keeping members:

B. MOST EFFECTIVE WAYS TO REACH DONORS



EXERCISE 2.1

Instructions: Rank the following ten approaches to reaching donors. **1** is the most effective and **10** is the least effective.

- _____ Impersonal telephone call (telemarketing)
- _____ Fundraising benefit or special event
- _____ Face-to-face request (team of two askers)
- _____ Impersonal form letter (repeated direct mailings)
- _____ Media / advertising (paid TV ads, radio, etc.)
- _____ Personal letter on personal stationery
- _____ Door-to-door canvassing (with paid canvassers)
- _____ Personalized form letter (hand-signed with note)
- _____ Face-to-face request (one asker)
- _____ Personal telephone call

Notes:

FUNDING

C: RESPONSIBILITIES

WHO SHOULD DO THE ASKING?			
DEVELOPMENT DIRECTOR	EXECUTIVE DIRECTOR	BOARD MEMBERS	VOLUNTEERS
Draft fundraising goal, budget, plan	Review and revise goal, budget, plan	Review, revise and approval goal, budget, plan	-----
Create and manage fundraising calendar	Understand fundraising calendar	Understand fundraising calendar	-----
Donate money	Donate money	Donate money	Donate money
Identify prospects; coordinate and complete prospect research	Identify prospects	Identify prospects	Identify prospects
Prepare fundraising letters	Approve and sign letters	Sign letters	Sign letters
Coordinate solicitors; solicit prospects	Solicit prospects	Solicit prospects	Solicit prospects
Thank donors; coordinate thank you letters	Thank donors	Thank donors	Thank donors
Oversee donor database	Know how to use donor database	-----	-----
Coordinate fundraising events	Participate in fundraising events	Organize fundraising events	Organize fundraising events
Manage fundraising expenses	Oversee fundraising budget/ expenses	-----	-----
Conduct proposal research; manage funder relations; write proposals	Participate in funder relations; oversee proposals	Participate in funder relations; approve grant-funded projects	-----

Prepared by Andy Robinson for TREC Project, 1/99

Notes:

**D: BEYOND THE BASICS:
MAKING MEMBERS MAJOR DONORS**

If you develop a good system to get and keep members, you'll set the stage for building a list of ardent supporters—people who are willing to make major investments in your organization. Similar to your membership program, a major donor program takes some thought and planning. If you decide to create a major donor program, see Klein's book, *Fundraising for Social Change* (1996). She goes into great detail on how to identify and nurture these donors.

To get started:

1. Determine what constitutes a major donation.
2. Set up your dues structure to allow for high-end donations.
3. Set up a good _____.
4. Say "thank you."
5. Decide how you want to keep in touch with major donors and _____.
6. Know your major donors.
7. Provide a wide _____.
8. Ask!
9. Keep in personal contact with your donors.
10. Plan _____ to recognize major donors.

Finding major donors:

You will want to reach within and outside your membership for major donations. Klein (1996) describes three characteristics of donor prospects (p. 157):

1. They have the ability to give.
2. They _____ your cause.
3. They have _____.

The most important of these is _____.

To identify prospects, start with who you know. Your board might brainstorm about all the folks they know who might be willing to donate something. Once you have the list of names (often called *suspects* at this point), discuss each one and ask if _____.
If so, keep them on the list. For those you are not sure about, discuss ways you might find out (other contacts who could give you the information you need).

How much should you ask for?

Next, determine if the suspects on your list have the ability to give—are they prospects? If you decide that they do have the ability to give, discuss the amount you might ask for. At this point, you may need to do some research. For example, you can review annual giving reports from other organizations for your prospects' names.

Don't worry about asking for too much. You'll just flatter your potential donor!

FUNDING

Here are some guidelines from Klein (1996):

\$50-\$500

Someone employed in a job paying more than minimum wage and not supporting many other people.

\$_____ to \$_____

You'll need to know more about your prospect to ask for this amount. *Are they married? Do they have a well-paying job? Do they have a small or large household? Do they believe?*

\$_____

This gift generally comes from people who are already donors and can be asked to upgrade their gifts. Rarely will someone start giving to a small organization with a gift of this size.

E. REQUESTING DONATIONS

You have a prospect. You'd like to ask for a donation, but you're not sure where to start. Here are some basic suggestions to improve your chances:

Make a personal donation. It is awfully hard to ask for a donation from someone if you haven't made a contribution yourself. The amount of your contribution doesn't matter, but it needs to be significant for you.

Leave your fears at home. First of all, the odds are good. You have a _____% chance that the person you ask will say "_____." And, the worst that could happen is that the prospect will _____. You need not be offended if people say "no." People have lots of reasons for not giving—it's not personal. Maybe they just bought a new car or sent their kid off to college. But, if you do your homework, you will know their situation before approaching them.

Approach your prospect. There are a few basic steps to follow. (*Note: Depending on the person, one or more of these steps may not be needed.*)

- ✓ Send a one-page letter that describes the organization, states that you are seeking their support, and requests a meeting with them. The letter introduces the idea that you will be asking for a donation, and that you want the opportunity to briefly describe why the gift is needed and why you think they will be interested in giving.
- ✓ Make a phone call to set the meeting date and time.
- ✓ Meet to solicit the gift. If you get to this step, your prospect is considering saying "yes." The Institute for Conservation Leadership suggests the following process for the meeting:
 1. Establish _____.
 2. Seek out _____.
 3. Make _____.
 4. Ask for the gift. Always ask for _____ amount or _____ of donation.
 5. Respond to objections. Anticipate these and have responses ready.
 6. Complete the visit. If the prospect asks for time to consider, _____.
 7. If s/he needs more information, _____, or offer _____.
 8. Say, "Thank you for your time."
- ✓ Send a thank-you note within _____ to _____ hours. Thank the donor for his/her time and for the donation. Send a note even if the prospect says "no" to your request! You never know when the next opportunity will arise. If you leave a good impression and make a compelling case, your prospect may say "yes" the next time or they may _____.

FUNDING



EXERCISE 2.2

Instructions: See the list of *Our Town Community Member Profiles*. Review the list for potential donors to Scenic Byway SR 96. Select one prospect to approach for a donation. Use the guidelines and principles provided, set an amount to ask for, and develop your “pitch” for the prospective donor. You may be the asker or the donor—play out the role.

(15 minutes to select and prepare; 25 minutes of one-on-one)

1. **Dr. Usta B. Botanist** - A former botanist and college professor, Dr. Botanist is recently retired and energetic. A dedicated individual, he is looking for a hobby. He is also considering running for County Commissioner to supplement his income.
2. **Professor Forrest** - A forester by interest and a college professor by occupation. Dr. Forrest is conservative by nature, and generally opposed to development. He is an avid fisherman and is concerned about the agricultural runoff polluting the water. He is considering moving to the neighboring town of Williamsville to escape “creeping urbanism.”
3. **Commissioner Headstart** - The Commissioner is pro-growth and tries to attract new businesses to the area. A long-term commissioner, Mrs. Headstart is considered the best candidate for County Chairperson in the next election. As a mother of six children, her platform emphasizes increased funding to public education.
4. **Mrs. Olsen** - Mrs. Olsen owns her own business, Dottie’s Coffee, an importer and distributor of coffee. Quite successful, she is now able to be a philanthropist and is looking for a cause that will protect endangered species.
5. **Lotta Bucks** - Perhaps the richest woman in town, Ms. Bucks’ father owned the land on which the town was originally built. She has sold most of it, but still retains forest land at the edge of town. Because of her wealth, she has never needed to do anything with it. She is a major donor to Commissioner Headstart’s campaign committee.
6. **Winnar Olvays** - A Swedish immigrant, Mr. Olvays is dismayed at the tourist business in the area, and remembers fondly the way things were when he arrived in Old Town 20 years ago to start his very successful bakery. He wants to contribute to making a change, but doesn’t know how to go about it. He has never been active in politics or comprehensive planning.
7. **Verkin Tomuch** - A real workaholic, Mr. Tomuch manages a local factory, sits on the Planning and Zoning Commission, is a deacon at his church, and is active in the Kiwanis Club. He has been instrumental in gaining the support of fellow church members for various causes. He just heard about this Scenic Highways Program and is curious.
8. **Dr. Greenleaves** - Owner and operator of the local nursery, Dr. Greenleaves earned her Ph.D. in History but followed her true love as far as work is concerned - plants. She is a purist, motivated by selling the best or most unique plants. When not at work, you can find her in her greenhouse lying in her hammock reading history books on ancient Native American burial grounds.

9. **Justa Pierson** - President of the Ladies Auxiliary, Mrs. Pierson is a housewife who loves the outdoors. Although unassuming,, most of the townspeople are always ready to rally behind Justa for whatever cause she is supporting this month.
10. **Sheila Shyton** - A CPA by profession, Sheila has been a frugal investor for most of her adult life. Born in Florida and convinced of its uniqueness, she has always invested in orange processing and is committed to donating her CPA services to local organizations. She was recently nominated to the Florida Citrus Commission.
11. **Mr. Konsultant** - A successful landscape architect and engineer, he has enlarged his business to the point that he wants to now give back to the community, but doesn't know where to begin. His wife is encouraging,, but would also like his help in opening a bed and breakfast in Williamsville.
12. **Nimby Phouever** - Mr. Phouever has been a city commissioner with an anti-growth platform. He inherited two city blocks with the family home squarely in the middle. As a widower with no children, he spends most of his time with his attorney developing lawsuits against his neighbors who are one by one getting their properties rezoned for commercial use. His hobby is growing native Florida orchids in his backyard.
13. **Mr. A. Turney** - Mr. Turney is a successful real estate attorney who has made his personal fortune amassing land holdings in the area. For instance, except for one parcel owned by the State DOT, he owns virtually all the property along SR 96 between the power line easement and Southwood Plantation Rd. He is considering rezoning the property to build condominiums, but his wife wants him to donate it to Preservation 2000 with the provision that no development ever be permitted there.
14. **Ms. Daisy Clubber** - President of the Garden Club, Daisy's biggest success has been the establishment of the City's Adopt-a-Median Program. Ms. Clubber is the widow of Granite T. Clubber, making her the "Sugar Cane Heiress." Not a young woman, Daisy is interviewing not-for-profit organizations prior to revising her will.
15. **Dr. Land** - Doc Land is owner and operator of the biggest tree farm in Florida (Parcel B).The farm has been in his family for over a century and would like for his granddaughter to run the family business. His educational training is in archaeology. In his spare time, Doc is writing a book. He was approached by Mr. Turney with an offer to buy his land, and is seriously considering it so he will have more time to work on his book.
16. **Ann T. Cipation** - A visionary in her times and an activist for responsible land planning,, Ann is Chairperson of Scenic Vision 2020. After battling lung cancer, Ms. Cipation relocated here from Los Angeles ten years ago and is committed to quality of life.
17. **Mayor Rich** - The Mayor is also manager of the most successful department store downtown. The store is considering relocating to the edge of town, but so far Rich has been successful in keeping the downtown location profitable. A new mall is being considered, but they need Rich's department store as an anchor if the mall is to be a success. Contrasting with this, the City Council is considering expanding the role of the mayor to a full-time position which the Mayor finds flattering.
18. **Mr. M. T. Nest** - Mr. Nest, a widower, is employed as an editor at the Old Town Times. Seldom seen around town but often quoted, Nest is regarded for his worldliness from the small town perspective. Nest is also President of the Institute for the Preservation of Small Towns and has been successful in getting grants to implement many of their goals.

FUNDING

19. **Phoenicia A. Landholder** - Granddaughter of John Walton, Phoenicia is considering an offer to buy two acres on State Road 96 for construction of a new store. Mr. Nest and she are dating. She also owns a property referred to as "The Dump," rumored to be the real location of Margaret Mitchell's authorship of *Gone with The Wind*.
20. **John Q. Public** - John is Manager of Old Town Dry Cleaners. His three children are in middle school, where his wife is the principal's secretary. John's hobby is fishing. Most weekends, you'll find him on Little Lake in his fishing boat.
21. **Commissioner Doright** - The Commissioner runs a local bookstore and is also the Commissioner of Parks. His last campaign platform was "greenspace for everyone." With his campaign finances and local support firmly established, Commissioner Doright will soon decide if he will run again or retire.
22. **Mrs. Wasa Doter** - Until last year, Wasa worked for DOT as a permit engineer. Now retired, she frequently goes on long drives and points out to her friends all the violations along the City roadways. She has formed a committee that opposes the development of a landfill along SR 96 (Parcel A).
23. **Mrs. Blockbuster** - Manager of the newest video business in town, Mrs. Blockbuster needs to expand her parking lot. To do so, she wants to tear down a very old property referred to as "The Dump," but local historians believe it has national significance. In response to the opposition she is considering running for Commissioner.
24. **Iwana Greenway** - Ms. Greenway works for the Department of Environmental Protection and is on the Board of Directors of "Greenspace for Everyone." A real activist for the environment, she has received awards for her professional and civic work.
25. **Maida Phyasco** - Maida is a professional chef, and desserts are her specialty. A brilliant woman, but she has never owned a car and has seen very little of the world. She is often seen on early morning walks with birdwatchers. Despite her reclusive lifestyle, she has published cookbooks. Her latest publication is on the best sellers list, and she is known worldwide for her Navel Orange Chiffon Cake.
26. **Mr. C. T. Planner** - A graduate of the Urban Land Institute and now the Old Town City Planner, he is singlehandedly trying to convince the City Commission to adopt a planning amendment that provides for transit-oriented development. Planner has been successful in writing grant applications for Federal and State money, and most recently won \$350,000 for the City for an enhancements grant to build a bikeway alongside SR 96 just east of town.
27. **Mrs. Seevic** - Perhaps the grand matron of all city politics, Mrs. Seevic was once Mayor of Old Town and a few years ago was on the ticket to become Lieutenant Governor. She is frequently solicited for her opinions for what will be best for Old Town.
28. **Professor Plum** - The professor teaches music at the community college. He chairs the "Adopt a Highways" program for the college. Considered strange by some, he recently published a book about the effect of music on forest animals. Plum usually travels to work on roller blades.

*CREDIT:
Prepared by Carter-Burgess, Inc. for the Florida Scenic Highways Program.
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SECTION 3: MULTI-YEAR WORK PROGRAM AND FINANCIAL PLANNING

A. SWOT ANALYSIS

In any organization, it is imperative that the organization be its own worst critic. A SWOT analysis (*strengths, weaknesses, opportunities and threats*) forces an objective analysis of an organization or business's position, vis a vis its competitors and the marketplace. Simultaneously, an effective SWOT analysis will help determine in which areas a company or organization is succeeding, allowing it to allocate resources in such a way as to maintain those successes and create new opportunities. SWOT analysis is a tool for auditing an organization and the environment it exists within and reacts to. It is the first stage of planning a budget strategy and helps organizations to focus their funding efforts to acquire the right resources to address the organization or business's key issues.

Once key issues have been identified, they feed into organizational objectives and its business and financial plan development. It is a very popular tool with marketing and business management students because it is quick and easy to learn, yet very practical and useful.

A **strength** (internal) could be:

- Your byway's intrinsic qualities; marketability
- A new, innovative product or service you developed
- Uniqueness of your byway's/business's location
- Organizational quality (in structure, processes or procedures)
- Any other special aspect of your organization that adds value to your product or service

A **weakness** (internal) could be:

- Undifferentiated products and services
- Location of your byway and the communities to draw from
- Poor quality goods, services, organization membership or operations
- Damaged reputation; poor performances in the past.

An **opportunity** (external environment) could be:

- Expansion or growth of communities along the byway
- Moving into new business practices that offer improved profits
- Gaining a new property/area or renovating an existing one
- Sudden upturn in local economy

A **threat** (external environment) could be:

- A new city ordinance which is unfavorable to your byway
- A similar byway nearby has a new, innovative product or service
- Competitors have superior access to market/distribute their product/services
- Federal Highway Administration scenic byway funding is reduced or eliminated

FUNDING



EXERCISE 3.1

Instructions: After reviewing the nature of the SWOT business questions, think through your situation at home and make a list of strengths, weaknesses, opportunities and threats for your byway or organization's situation. Place your responses to those questions in the table provided below.

(10 minutes to record and 15 minutes to report)

MY BYWAY	
Strengths	Weaknesses
Opportunities	Threats

B. IMPLEMENTING YOUR PLANS AND BUDGETS

Developing a spreadsheet for your operating expenses and income, along with a strategic list of contingencies of what can be done if projected revenue or income fails to develop, is an important step toward financial planning and sustaining an your byway's future. Your group will also want to have a number of different, but related, plans to assure your organization's viability, including the following:

Strategic Plan: _____

Annual Plan: _____

Fundraising Plan: _____

Public Relations Plan: _____

Planning a budget:

Developing a budget is an important part of planning. Budgeting helps you be realistic about how much you can accomplish in a given period. It also sets the work program and helps make those hard decisions about what will and will not be funded. All budgets need to have contingencies.

Wolf (1990) suggests an eight-step process for budgeting.

1. Make a wish list. _____
2. _____
3. Consider income. _____
4. _____
5. Set _____.
6. Adjust and _____.
7. Approve after full discussion and review by the board/membership. _____
8. Monitor and _____.

Creating a fundraising plan:

1. Analyze the group's income sources and trends over the past few years. Look at: _____.
2. Project your program's goals and _____ for the next year or two. Determine _____ and expected income from three perspectives: _____, _____, and _____.
3. Decide on ways the group can diversify its fundraising programs and sources and how you can involve more people in the fundraising activities.
4. Set an annual or monthly goal for income and create a _____ for fundraising tasks. Take into account membership renewals (_____, _____).
5. Develop systems for _____. By creating these systems, you'll have information readily available for creating your fundraising plan each year.

FUNDING

CASE STUDY: SCENIC BYWAY SR 96 INTERPRETIVE PROJECT IN OLD TOWN

In Old Town (pop. 10,000), byway volunteers have helped develop a \$1 million interpretive project with leveraged funding from over 30 sources. As research for this project, byway committee members reviewed nationally designated byways in other states to learn about visitor centers, marketing, and interpretation. What began as a small project to increase tourism and tell the story of the Old Town and the surrounding vicinity has now developed into a \$1 million project that includes interpretive sites, numerous map panel locations and a visitor center.

What are their funding secrets?

- ✓ **Having a clear vision:** The byway developed a comprehensive Corridor Management Plan, which provided direction to market the byway, evaluate future needs and identify potential interpretation/visitor amenities.
- ✓ **Attracting committed partners:** Identifying partners with the appropriate complement of resources and talents to get things done have been critical to its success. Over 75 strategic partnerships continue to progress with numerous local, regional, state and federal agencies committed to enhancing the byway corridor and the surrounding area.
- ✓ **Funding diversity:** Funding for the project was leveraged from over 30 different sources. Sources ranged from standard local, state and federal entities, to a substantial contribution from the private sector, to the levying of local sales taxes.
- ✓ **Leveraging in-kind donations:** The byway creatively leverages in-kind donations, as well as funding. For example, the U.S. Army National Guard and court-identified offenders in a community service program have provided labor for site work and manually intensive projects.
- ✓ **Sharing expertise:** The group initiated a Grant Writers Roundtable to identify grant sources and coordinate grant applications. At monthly meetings, representatives from a wide range of community organizations (the byway, education, health care, city government, nonprofits, etc.) exchange ideas and information about funding sources, preparing grants, and success stories. If a funding source doesn't fit one organization, it may work for someone else.
- ✓ **Actively involving the community:** The development of Scenic Byway SR 96 is truly a product of the resident's efforts in the counties and communities through which it travels. Local residents have been actively involved in the selection of byway routes, the design fabrication and installation of signs, and the preparation and distribution of marketing materials. Additionally residents had a hand in the planning, development and funding acquisition efforts throughout the corridor.

FUNDING

FUNDING SHARE AND SOURCES	DOLLARS	SUBTOTAL	PERCENT
State Government Share and Sources:			
State DOT - <i>Grant</i>	\$14,000		
State Tourism Department - <i>Grant</i>	\$5,000		
State Department of Natural Resources - <i>Grant</i>	\$5,000	\$24,000	2%
Local Government Share and Sources:			
City of Old Town - <i>Food & Beverages Sales Tax</i>	\$200,000		
City of Old Town - <i>General Funds</i>	\$6,000		
City of Old Town - <i>Visitor Center Parking Lot Revenue</i>	\$50,000		
City of Old Town - <i>1% Sales Tax</i>	\$5,000		
Old Town Parks and Recreation Department - <i>Grant</i>	\$2,000		
City of Williamsville - <i>Grant</i>	\$2,000		
Archaic County Jobs Development Authority - <i>Grant</i>	\$7,000		
Archaic County - <i>Economic Development Mill Levy</i>	\$2,500		
Regional Development Commission - <i>Grant</i>	\$1,500	\$276,000	23%
Private Sources:			
Old Town Area Chamber of Commerce, Cash	\$17,500		
Archaic County Development Corporation	\$80,000		
Old Town National Bank - Cash	\$2,000		
Old Town Fire Department - Cash	\$500		
Old Town Area Convention and Visitors Bureau - Cash	\$150,000		
Old Town Kiwanis Club - Cash	\$8,000		
Dotties Coffee - Cash	\$1,500		
Great Southern Atlantic Railroad - Cash	\$2,500		
Institute for the Preservation of Small Towns - Cash	\$1,500		
Konsultant, Inc (Engineering Firm) - Cash	\$1,500		
Bucks Family Memorial - Cash	\$3,500		
Scenic Vision 2020 - Cash	\$750		
SR 96 Fundraisers - Cash	\$12,250		
Old Town Downtown Preservation Council - Cash	\$2,000		
Archaic County Natural Conservation District - Cash	\$35,000		
Archaic County Electric Cooperative - Cash	\$4,500		
Old Town Historical Society - Cash	\$1,500		
Private Donations - Cash	\$16,000		
Volunteer In-Kind Hours - Labor	Invaluable		
Value of Material and equipment discounts	Invaluable	\$340,500	28%
Federal Government Sources			
National Scenic Byways Program Grant - <i>Seed Grant</i>	\$20,000		
National Scenic Byways Program Grant - <i>Interpretive Grant</i>	\$180,000		
Transportation Enhancement Grant - <i>Interpretive Grant</i>	\$78,000		
Transportation Enhancement Grant - <i>Historical Grant</i>	\$250,000		
USDA Forest Service - <i>Grant</i>	\$15,000		
National Recreational Trails - <i>Grant</i>	\$12,000		
US Army Corps of Engineers - <i>Grant</i>	\$6,000	\$561,000	47%
TOTAL COST	TOTAL COST	\$1,201,500	100%

Prepared by America's Byways Resource Center

Credit:

1. *Old Town* references developed by Carter-Burgess, Inc for the Florida Scenic Highways Program
2. The Road Beckons—Best Practices for Byways. Leveraging Resources: The Sheyenne River Valley Scenic Byway—Hidden Treasures of the Great Plains, May 2003.

FUNDING



EXERCISE 3.2

Instructions: Review the Old Town Scenic Route SR 96 leveraging case study and look over the SWOT analysis for your byway. Then complete a rough outline of the components for a 1) work plan, 2) fundraising or revenue plan, and 3) budget to complete the work and fundraising plans. Be sure to have contingencies listed for potential shortfalls. Use the columns provided below to list your components. Not all spaces need to be filled in under each column.

(15 minutes to prepare, 15 minutes to report)

ANNUAL WORK PLAN	FUNDRAISING PLAN	BUDGET COMPONENTS	CONTINGENCIES

Notes:

SECTION 4: BEING FISCALLY ACCOUNTABLE AND RESPONSIBLE

A. GRANT MANAGEMENT

- Have a purpose. Do not go after funding just because it's there!
- Discuss with the leadership and the partners the implications of receiving the grant.
- Have an organizational policy on grants.
- Match external funding opportunities with:
 - ✓Existing plans
 - ✓Organizational initiatives
 - ✓Cost-benefit values of proposed projects
 - ✓Budget process
 - ✓Time available

Be careful what you wish for. You just might get it!

Take care of the legal aspects:

- A letter of notification does not make the deal final. And sometimes, neither does a contract!
- Be sure to review the contract with appropriate staff.
- Don't begin any work until you have a fully executed agreement and a notice to proceed.

Prepare the hall monitors:

- Inform the administrative staff and partners of the terms and conditions of funding. Let them know how they can help make things run smoothly.
- Be sure to document partnerships. Have Memorandums of Understanding (MOUs) and assistance agreements in place.

Find the right people for the job:

- Get a little help from your friends.
- Find partners.
- Share the work load.
- Use contractors (build the cost into the grant application).

Maintain checks and balances:

- Set up proper accounting practices.
- File necessary reports on time and accurately. Keep a file.
- Keep your promises. Do what you said you would do, and do it on time.
- Audit your projects and your organization regularly.
- Remember what your mom taught you: Always say "please" and "thank you."
- Celebrate your accomplishments
- "Sharpen the saw!"

FUNDING

B: FINANCIAL MANAGEMENT

One of the first steps to creating and sustaining an organization is deciding how you will handle money. From the start, an organization needs foolproof systems for banking, spending, recording and reporting its finances. These systems become increasingly important as you raise more funds and seek larger contributions; your donors will want to know that they are contributing to an organization that can handle their money responsibly. The systems are also necessary for reporting to the IRS and your state's corporation commission or board. A list of the components of managing the financial affairs of a nonprofit organization would include a task list of the following:

1. Decide on a fiscal year that will allow for meaningful financial comparisons between one year's activities and the next.
2. Develop a budgeting system that will allow you to analyze the comparative costs of programs and activities.
3. Develop a cash reserve fund.
4. Develop a budget process that allows for board member input and is conservative enough to prevent unintended deficits at the end of the year.
5. Plan multi-year budgets to allow for long-range planning.
6. Create a chart of accounts that provides sufficient detail to allow for necessary financial analysis of performance.
7. Decide on a regular review system to analyze your cash flow.
8. Decide on a method of accounting that will be most appropriate for your needs (i.e., cash basis, modified cash basis, or accrual).
9. Develop systems that allow you to have a properly prepared balance sheet and income statement that together will accurately report your organization's net worth and fiscal year's financial activity.
10. Develop a regular procedure for monitoring income and expenditures and amending your annual budget.
11. Establish proper controls over check writing, dealing with incoming money, and handling cash in your organization. Protect the organization against financial loss through bonding.
12. Establish systems so that you can file required financial forms and provide necessary forms to employees and independent contractors in a timely manner.
13. When in doubt, you should hire or contract with a bookkeeper, accountant, lawyer, financial management specialist or nonprofit organization management company to set up these systems and to handle these very important affairs.
14. Educate your board members on these issues and make sure that every board member can read and understand the financial statements, understand your accounting system, and be able to readily assess the group's financial status!

RESOURCES

Web Sites

Foundation Center Online: <http://www.fdncenter.org/>

Links to many foundations, corporate funders and federal programs.

Foundations.org: <http://www.foundations.org/index.html>

Provided by Northern California Community Foundation, this site provides a directory of foundations and grantmakers.

GuideStar: <http://www.guidestar.org/search/index.jsp>

Searchable by name, keyword, field of activity, location or revenue, this site provides grantseekers information on finances and programs of more than 660,000 charities and nonprofit organizations.

IdeaList: <http://www.idealists.org/>

Searchable database of 10,000 nonprofit Web sites worldwide. Database is also searchable by keyword and location.

Internet Nonprofit Center: <http://www.nonprofits.org/>

Divided into four main sections, this site is one of the premier locations for information on nonprofits on the Web. The four sections are the library, serving as a repository for publications, information and data about nonprofit organizations; the gallery of organizations provides links to nonprofit home pages; the parlor provides information on the Internet Nonprofit Center and other related topics.

National Scenic Byways Program: <http://www.bywaysonline.org>

Provides guidance and application forms for National Scenic Byway Program grants.

NonProfit Times: <http://nptimes.com>

Provides monthly electronic articles on nonprofit management.

Transportation Enhancements Clearinghouse: <http://www.enhancements.org>

Provides information on transportation enhancements funding from the federal government.

Catalog of Federal Domestic Assistance: <http://www.cfda.gov/>

Provides a searchable index to the CFDA, which contains all federally sponsored programs.

Federal Register: <http://www.gpoaccess.gov/topics/grants.html>

Daily publication where new federal grant programs and guidelines are announced. Database is searchable from 1995+.

Federal Web Locator: <http://www.infoctr.edu/fwl/>

Comprehensive search engine that uses keywords or "federal quick picks" to find an agency or organization.

Government Printing Office/GPO Access: <http://www.access.gpo.gov/index.html>

Provides online access to many databases such as the Federal Register, House and Senate bills, and public laws.

Grants Web: <http://www.srainternational.org/newweb/grantsweb/index.cfm>

Created by the Society of Research Administrators, this comprehensive site highlights government grantmaking areas with links to federal agencies, funding programs and application forms of specific agencies.

Office of Management and Budget (OMB): <http://www.whitehouse.gov/omb/>

Provides online access to OMB Circulars which govern all aspects of the federal grant process. Grantseekers may access circulars, regulations under review, etc. at this site.

Note: *As with all information on the Internet, sites change over time.*

FUNDING

Reference List (Books and Periodicals)

Amherst H. Wilder Foundation. (1997). *Strategic planning workbook for nonprofit organizations*. St. Paul: Author.

Dalsimer, John Paul. (1996). *Understanding nonprofit financial statements: a primer for board members*. National Center for Nonprofit Boards.

Dubois, Barabara R. (1999, Summer). Recruiting and retaining friends. *Friends Flyer*, 2, (1).

Flanagan, Joan. (1995). *The grass roots fundraising book: how to raise money in your community*. Chicago: Contemporary Books.

Kiritz, Norton, J. (1985, May/June). The Grantsmanship Center's Guide to Proposal Writing. *The Grantsmanship Center News*.

Klein, Kim. (1996). *Fundraising for Social Change* (3rd ed.). Berkley: Chardon Press.

Olenick, Arnold J. and Philip R. Olenick. (1991). *A nonprofit organization operating manual: planning for survival and growth*. New York: The Foundation Center.

Robinson, Andy. (1996). *Grassroots grants: an activist's guide to proposal writing*. Berkley: Chardon Press.

Seltzer, Michael. (1987). *Securing your organization's future: a complete guide to fundraising strategies*. New York: The Foundation Center.

Schaff, Terry & Schaff, Doug. (1999). *The fundraising planner-a working model for raising the dollars you need*. Jossey-Bass Publishing.

Wolf, Thomas. (1990). *Managing a nonprofit organization*. New York: Simon and Schuster.

Publications

The Chronicle of Philanthropy, PO Box 1989, Marion, OH 43306-2089.

The Grassroots Fundraising Journal, 3781 Broadway, Oakland CA 94611. Telephone: (888) 458-8588;
www.grassrootsfundraising.org

The Non-Profit Times, PO Box 403, Hopewell, NJ 08525-0408. Telephone: 609-466-4600.

The Road Beckons—Best Practices for Byways, Leveraging Resources: The Sheyenne River Valley Scenic Byway—Hidden Treasures of the Great Plains, May 2003.

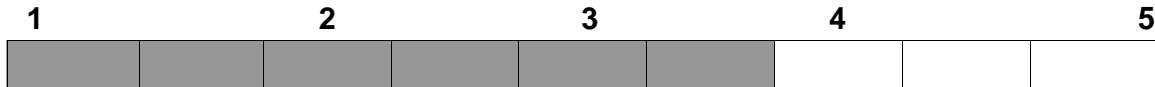
Videos

Klein, Kim. *Grassroots Fundraising Series*. Headwaters Fund, 122 W. Franklin Ave, Suite 518, Minneapolis, MN 55404. Telephone 612-879-0602. Excellent video covering a wide variety of fundraising topics for nonprofit groups. Cost is 0.1% of your annual budget (range \$25 - \$400).

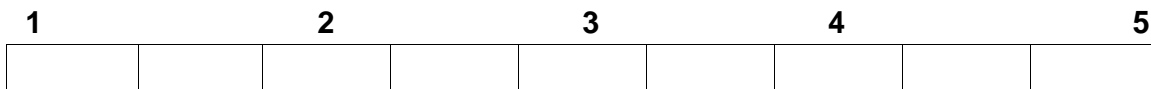
Scenic Byway Health Assessment Sustainability Indicator

Instructions: Read the range of stages for each sustainability factor and decide where on the bar chart your organization presently ranks. Color a dark line from the left to a point on the bar chart that indicates your assessment of the relative health of your organization on each factor. The line may stop at any point on the chart.

Example:

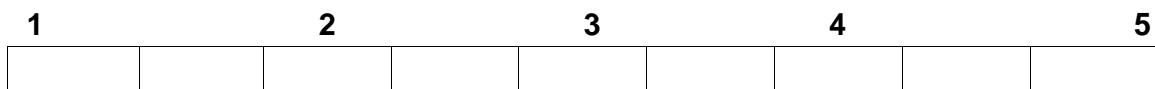


1. **Strength of Fundraising** (a systematic approach to developing volunteers and funding contacts)



My byway has a few active members and has made a list of byway stakeholders or compiled a list of contacts (organizations and individuals) from which it might obtain volunteers or secure funding. We have asked for money from at least one source.	My byway has conducted an analysis of the skills needed for fundraising and managing the fiscal affairs of the byway, has started seeking volunteers and requesting funding and has a small group of volunteers and some funds.	My byway has members who have the ability to recognize the components of strong fundraising program, the skills to make a compelling story and has obtain funding from a local source.	My byway has developed a core of five to ten funding "friends," has a systematic strategy to do fundraising, and has a strong cadre of trained volunteers who are capable of maintaining the volunteer base and developing attractive funding proposals.	My byway has a strong volunteer recruitment staff, a fundraising strategy, has developed successful fundraising proposals and has core of five to ten reliable trained grant writers, fund-raisers, and/or donors.
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2. **Funding Flexibility & Agility** (the diversity of funding sources and the degree to which an organization has a plan for adjusting if sources of funding are eliminated)



My byway knows that the FHWA gives grants, currently operates with a small core of volunteers, donated space but has not raised money.	My byway has five or more active volunteers, a dependable place to meet or operate from, and has received funding from at least one source since it started.	My byway has the same ten people (STP) volunteering, has a dependable place to meet or operate from, and receives funds annually from one dependable source.	My byway has ten or more active volunteers, regularly gets new volunteers, has access to more than one place to meet or operate, and receives funds from at least two or more sources annually.	My byway has 20 or more active volunteers, gets new members regularly, has good volunteer turnout for special events/ projects, has donated space and multiple dependable funding sources.
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FUNDING

3. **Fiscal Vigor** (the extent to which an organization has funding levels and resources to stay in business and protect byway resources over a long period of time)

1	2	3	4	5
My byway has some cash somewhere controlled by someone. We are thinking about raising some money from somewhere to do something.	My byway has an annual cash flow and a checking account managed by an elected or appointed official. The funds we have, or raise, are sufficient to cover the cost of doing business or projects we have sponsored.	My byway has a regular a reliable cash flow, a checking account, some investments or a savings account, and has received one or more grants or donations in the past three years for a total of \$10,000+.	My byway has a dependable cash flow, a checking account, some investments or a savings account, receives donations or grants every years for a total of \$10,000+, and/or holds conservation easements or deeds to byway properties and has had sufficient funds to maintain a paid staff for the past three or more years.	My byway has a dependable cash flow, a checking account, some investments or a savings account, receives one or more grants or donations every other year totaling \$10,000+, holds conservation easements and deeds to byway properties, has raised funds to preserve byway properties, has had sufficient funds to maintain an executive director or paid staff for the past five or more years.

4. **Financial Endurance** (the active parts of planning and managing the fiscal affairs of a byway organization)

1	2	3	4	5
My byway has a annual budget, a work plan and a person who has volunteered to collect and distribute our funds.	My byway has a multi year (two or more years) budget plan that relates logically to our work plan, a fundraising committee, and a competent volunteer doing our financial planning and managing our accounts.	My byway is a nonprofit corporation or has a nonprofit partner, has a multi year (two or more) budget plan that relates logically to our work plan, a fundraising strategy and committee, contingency plans and a competent appointed or elected fiscal officer.	My byway has corporation status (nonprofit and/or for profit), a multi year budget plan that relates logically to our work plan, a fundraising strategy and committee of fundraisers, contingency plans and a competent appointed or elected fiscal officer who fills required fiscal reports.	My byway has corporation status (nonprofit and/or for profit), a five-year budget plan that relates logically to our work plan, a fundraising strategy and trained team, contingency plans, a paid trained fiscal officer who fills required fiscal documents and we have audits conducted on a regular basis.

The Byway Relay: Building Your Organization's Endurance



What is organization but the connection of parts and for a whole, so that each part is, at once, end and means? —Coleridge

Warm-up

There are times when one person can, all on his or her own, accomplish great things. Certainly, it is common that one person begins a movement or project...but typically it takes a group of people to finish it— to make it real. One person often comes up with the idea, but getting from idea to action—from idea to reality—is the hard part. That is where we all need help.

Webster's Dictionary defines *organization* and *organize* in a variety of ways including the following:

- To put together into an orderly, functional, structured whole
- The act or process of organizing
- A group of people who work together
- To arrange in a desired pattern or structure
- To arrange systematically for harmonious or united action

Organizing a byway and sustaining a byway organization include elements of all of these definitions: Envisioning an ordered whole; pulling people together; giving the organization structure and order; and seeking united action.

Getting a group moving and helping it accomplish something is both art and science. It requires forethought. A football coach doesn't send the team on the field with only these instructions: "Just get the ball over that line down there." Instead, there are plays and strategies and teamwork. One of the challenges of life is the joy and frustration of coordinating work with others.

Sustaining your organization is the focus of this session. This session will give you practice in the skills and awareness needed to make your organization come to life and stay alive.

The Game Plan

Why did we choose these topics?

- Direction (vision and mission) affects structure.
- Structure affects activities and what you can and cannot do.
- Poor decision making or unaddressed conflict prevents successful action.
- The most common reason for civic organizations to fail is that people run out of steam.
- Even small groups have to be managed. It's a dirty job, but somebody has to do it.

Under each of our topics we will provide you with a concise amount of critical information to help you do the work. We will also give you some experiences that increase your awareness of why the topic is important.

Are you warmed up? Let's go!

ORGANIZATION

WORKSHOP OVERVIEW		
Topic	Learning Objective	Time
Mission, vision and values	Be familiar with guidelines for evaluating mission and vision statements	25 minutes
Organizational structure and process with discussion	Understand basic pros and cons of different organizational structures and which structure makes the most sense for a byway given its current status	65 minutes
Decision making	Understand basic models for decision making and which one best fits your group.	20 minutes
Conflict Resolution	Understand basic models for managing conflict (instead of avoiding it).	40 minutes
	BREAK	10 minutes
Recruitment, retention and succession	Understand the types of people you need to have in a successful group and how to identify and recruit those types of people.	35 minutes
Management	Understand the importance of staying on course relative to your vision and mission. Understand that setting priorities and delegating responsibilities are critical management techniques.	40 minutes



MEET YOUR PERSONAL TRAINERS

John Whiteman, AICP

Whiteman & Taintor

John Whiteman, a principal with Whiteman & Taintor, has almost 20 years of experience as a planning consultant. John's work focuses on integrating tourism development with land use planning and character protection strategies. Clients include rural, suburban, and urban governmental bodies, chambers of commerce, regional agencies, nonprofit groups, state governments, and Federal agencies. John has a Master's degree in Regional Planning from the University of Massachusetts and a Bachelor of Science degree from Cornell University.

Susan Koschak

America's Byways Resource Center

Byways Resource Specialist Susan Koschak has been with the America's Byways Resource Center since September 2002. Her professional experience includes planning, management, education and counseling positions in a variety of fields such as community leadership, workforce development, community health and environmental education. Susan calls herself a professional problem solver and has a focus on organizational and leadership development, project management, evaluation and group facilitation. She holds degrees in psychology and in natural resources and has attended numerous conferences and training sessions. She has served on several boards of directors and advisory boards and participates in community events and volunteer work. She is a longtime resident of Duluth, Minnesota but would consider moving to any region of the country that has long, scenic, all season running trails.

SECTION 1: VISION AND MISSION

Definitions:

A **mission** is a concise statement of why your group exists—your reason for being. Your mission statement should guide your sequential efforts to accomplish your vision.

A **vision** is a concrete picture of the future. It describes the way the world will be after you have accomplished some of your goals. It describes where you are going and where you want to go. It paints a picture of how you want the future to be or the ways in which a particular part of the present will be significantly better in the future. It can inspire people to join in your effort.

The *vision* is where you are traveling to; the *mission* is the path you've chosen to get there. If your actions fit within the mission statement they will be moving you toward the future you've defined.

Without statements like these it can be easy to drift from one project to another. You can look back after a period of months or years and realize that your collection of projects did not move you toward a broader, more positive accomplishment of what drew your community to the byway program in the first place.

Guidelines for good vision statements:

1. Excite your readers and group members by using powerful and engaging words and phrases.

Words to use:	Words to avoid:

2. The vision statement should set high standards for achievement.
3. The vision should be tied to the deep essence, values and intrinsic qualities of the place, business, organization or community.
4. The vision statement should strongly pull the reader/group member into the future with a sense of why the vision is important and with a clearly described picture of how the future will look.

ORGANIZATION

Guidelines for good mission statements:

1. The mission statement should clearly state why the organization exists.
2. The mission statement should connect to the vision.
3. The mission statement should describe what happens now, not in the future.
4. The mission statement should be brief and actionable.



EXERCISE 1: Crumpkin Pickles

Break into groups and craft vision and mission statements for the Crumpkin Pickle Company. Here's some background—you make up the rest.

- **Primary product:** Pickles, all kinds.
- **Secondary product:** Pickles, all kinds.
- **Market:** Just in Appleton, Minnesota today. But by golly, we're shooting to serve all of Minnesota and beyond one day!
- **Competitive advantage:** Cheap pickles and our sassy logo of Grandma.
- **Essence of why our pickles are so good:** They're made with the love of our Grandma Crumpkin, who still manages people and production in the same way she did when she started the business 75 years ago—with a pistol and a smile.

Getting to the finish line:

- Do you have vision and mission statements for your byway?
- Do they meet some or all of the guidelines for good vision and mission statements?
- How might your statements be strengthened?

ORGANIZATION

SECTION 2: ORGANIZATIONAL STRUCTURE AND PROCESS

In the publication, *Making the Grassroots Grow*, America's Byways Resource Center identified six basic structures typically used for byways. Few byways are pure examples of one of these structures; most are hybrids and have a customized structure made from two or more of the basic building blocks.

Citizen Group with Outside Fiscal Agent

This is the simplest model. A citizens' group is a collection of community members or concerned citizens who gather together to accomplish a goal.

Nonprofit Organization

Nonprofits are a common formal structure chosen for byways. This structure provides legal liability protection and the ability to act as an independent fiscal entity.

Cooperative Agreement or Memorandum of Understanding

Cooperative agreements and MOUs are arrangements made between existing organizations to cooperate on a set of mutually beneficial projects. These agreements are made between municipalities, regional governments, planning agencies, federal agencies and other entities.

Government as Lead Agency

It is also common for one government agency, whether it's local, regional or federal, to provide staffing and leadership.

Joint Powers Entity

This approach creates a new legal entity from the partnership of existing agencies. It is possible in many states, but not all.

Discussion: Choosing a Structure

The following questions were developed by the America's Byways Resource Center to help clarify structural choices. For more details or information, refer to *Making the Grassroots Grow*.

1. What is your byway's purpose? (See you vision and mission statements.) Given your purpose, which organizational structure will best meet your needs?
2. Who is interested in, or impacted by, what happens to the byway corridor? How will the diversity of interests be represented?
3. Where is the corridor located? State, federal or private lands?
4. Who will provide human and financial support? Citizen volunteers? Government employees? Local businesses?
5. What are your funding sources? Federal, state, local, private, corporate or individual?
6. How will finances be handled? Fiscal agent? Incorporation?
7. What needs are not being met by your current organizational structure?

Getting to the finish line:

- Are the various structures clear?
- What structure does your byway have?
- Is that structure right for you?

ORGANIZATION



EXERCISE 2: Build It!

You are part of a group assigned with building a structure. You each will be given instructions on your perspective toward the project and the resources that you will bring to the table. Follow the instructions and play the role directed.

Use this space to take notes on your observations about what happens.



EXERCISE 3: Build It...Again!

SECTION 3: DECISION MAKING

Prelude to the decision:

How you approach a decision can greatly impact the quality of the outcome. Here are some suggestions for laying the groundwork for good decision making. The level of detail you pursue under each of these steps will depend on the complexity of the decision.

1. Define and clarify the issue. Determine if it warrants action.
2. Gather facts and information.
3. Think about or brainstorm possible options and solutions.
4. Consider and compare the pros and cons of each option. Seek advice from others.
5. Select the best option. There is rarely only one solution or one right answer. The best solution is the one that your group supports and can implement.
6. Explain your decision to those involved and affected.
7. Implement your decision.
8. Evaluate and modify your decision as time passes.

Decision making methods:

Once you have evaluated your decision options, you need to choose a method to make the decision. There are seven basic ways that groups make decisions.

Leader decides with no discussion

Leader decides after discussion

Expert member decides

Average of members' opinions

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Member vote, majority control

Committee decides, minority control

Consensus-building

Consensus

Getting to the finish line:

- Does your group have agreed upon approaches to decision making?
- Which of the above methods do you use?
- Are there methods you haven't tried?
- Do your decision making methods work most of the time?

SECTION 4: CONFLICT MANAGEMENT

How do you deal with conflict?

Principled Negotiation

Roger Fisher and William Ury are two of the leading researchers in the area of conflict resolution. Their book, *Getting to Yes*, describes practical approaches to managing conflict. We offer the basics of their thinking below.

Principled negotiation is an approach to conflict resolution built on the idea that there are some practical and universal attitudes and techniques that encourage easier and more effective conflict management.

The four principles are:

1. **Separate the people from the problem.** Personalities shade every interaction, especially conflict. When in the midst of conflict, work to define the degree to which the personalities involved are helping or obstructing resolution.
2. **Focus on interests, not positions.** An interest refers to the underlying objective and/or concern that a person has in a conflict. A position is the stance a person takes in a conflict. Work with the other party to clarify the core problem and to clarify the ways in which the problem is impacting each party. Separate everyone's interests from the positions they are taking.
3. **Invent options for mutual gain.** In other words, brainstorm. Involve all parties in thinking of potential outcomes that can benefit everyone. Giving in will not be satisfactory for at least half of the participants. Explore options that avoid winner-takes-all solutions. Finding win-win outcomes is the best compromise. This process opens up everyone's thinking and generates approaches that participants may not have thought of before.
4. **Insist on using objective criteria.** Search for standards or criteria that define success that go beyond individual's will. (*Example: Success will be reached if Party 1 achieves X and Party 2 achieves Y.*)

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Tips for managing conflict:

- Start with good intent. Choose to believe that people are basically good.
- Go to the source. Talk to the person or people directly involved, rather than talking with others.
- Speak about your own experience of the events. Recognize that others will have different perspectives.
- Be open to a new understanding of what was meant by a particular action.
- Get perspectives from neutral third parties when possible.
- Be willing to apologize for and forgive unintended hurts.
- Focus on the future. Emphasize how similar situations can be handled differently in the future.
- Preserve the relationship. Avoid airing conflicts in public. Avoid shaming tactics and personal attacks.
- Rebuild trust. Expect some awkwardness after a conflict. Maintain positive contact and be willing to take some risks to strengthen the relationship.

Personal qualities for managing conflict:

EXERCISE 3 (please see page 36)

Getting to the finish line:

- Which of these techniques have you used?
- Are conflicts managed satisfactorily in your group?
- What can be done to improve conflict management in your group?

SECTION 5: RECRUITMENT, RETENTION AND SUCCESSION

Recruitment

A byway, like any organization, needs a consistent effort to attract new players. Often, the more bodies you have, the more you can accomplish. The following are suggestions for creating a recruitment program for your byway.

1. **Start with your existing strengths.** Inventory the skills and abilities of your current active members. Do the same for your less active members and associates.
2. **Clarify your needs.** Review all of your upcoming priority projects and list the types of skills and materials you will need to accomplish the projects.
3. **Review and reconsider your internal strengths.** How many of the skills and resources do you already have within your organization? Dig a little deeper this time and totally inventory the skill/resource base offered by your current participants.
4. **Make a list.** Include people that your current members personally know who can provide needed skills/resources.
5. **Make another list.** Who are some other people in the community who can provide skills and resources, even if no one in the organization knows these people well?
6. **Set your work priorities, then review your recruitment lists.** What skills and resources do you need first and where can you get them? Who must you begin to approach first?
7. **Design an outreach and recruitment program.** What is the best way to reach the people on your list? In person? By letter? What materials do you need to reach them effectively? Is everyone ready to mention the byway positively if they meet target persons? Create a schedule for outreach. Give yourself very little time to do initial outreach and contact. Give yourself lots of time to actually draw people into the organization. Keep up a steady effort of outreach. Provide various ways for people to become involved in short-term projects or as associates who do not have to attend meetings.

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Retention

Why do they come?	Why do they stay?	Why do they go?

Succession

Nobody stays forever. Succession is simple if you plan for it. If you ignore it, then it's difficult. Here are three guidelines for smooth organizational transitions.

1. **Be clear and organized on the work responsibilities for each type of position in an organization.** Everyone should understand the job description for chair, vice chair and other positions. If someone leaves, then everyone should understand what is needed to fill the open position.
2. **Talk openly about who will be the next member to take each specified role.** If more than one person is interested in a position, talk about shared positions and talk about the decision making approach the group will use to determine who fills what position.
3. **Lay out transition steps.** Assuming that a person is not lost to death, anyone leaving the group should submit materials and information back to the group so that their successor can be up to speed on their current workload.



EXERCISE 4: Schmooz-a-thon (a.k.a. The Snowball Dance)

SECTION 6: MANAGEMENT

Setting priorities linked to the mission

Delegating work

Completing the task



EXERCISE: Don't Drop the Ball!

In this exercise, you will work to successfully move balls from one location to another. Follow your instructions...and don't drop the ball!

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ORGANIZATION STRUCTURES SUMMARIZED

CITIZEN GROUP WITH OUTSIDE FISCAL AGENT		
Basic characteristics	Limitations	Benefits
<p>Often the first phase in group formation</p> <p>Group members set direction and activities</p> <p>May have bylaws, elected officers and an organizational structure, but it lacks legal protection (i.e., members are liable)</p> <p>Fiscal agent takes responsibility that funds are received and accounted for/spent properly</p>	<p>Not required to have bylaws, which can create a lack of structure and clarity in decision making and authority</p> <p>Members are personally liable for organizational actions</p> <p>Cannot hire staff except through a fiscal agent or another agency</p>	<p>Simple to create</p> <p>Can be a group made up of a wide variety of individuals and organizations</p> <p>Has the ability to move quickly to get things done</p> <p>Can use another organization's expertise and status in financial matters</p>
NONPROFIT ORGANIZATION		
Basic characteristics	Limitations	Benefits
<p>Can be a corporation, trust, association or partnership, depending on state law</p> <p>Most popular form is corporation; others are rare</p> <p>May or may not be tax-exempt</p> <p>Funding sources include grants, contributions, contracts</p> <p>CORPORATION</p> <p>Has identity separate from the people involved</p> <p>Is treated as a person in most legal arenas</p> <p>Can enter in to contracts, incur debts, hire/fire employees</p> <p>Members cannot "profit" (financially) from membership</p> <p>Organizations can make profits, which must be used for their defined purpose</p>	<p>Restrictions apply to activities</p> <p>Documentation is only proof of existence; poor documentation puts members at liability</p> <p>All activity must match charter and bylaws</p> <p>Annual filings with state and federal government may be required to maintain existence</p>	<p>Can be tax-exempt, receive gifts tax exempt, and buy goods tax exempt (as allowed by state law)</p> <p>Can borrow funds without putting members at risk</p> <p>Many foundations will only contribute to nonprofit organizations</p> <p>Can hire staff and enter into contracts</p>
COOPERATIVE AGREEMENT		
Basic characteristics	Limitations	Benefits
<p>Entities commit staff/resources to a common goal</p> <p>Formed by a combination of agencies (public, private or both)</p>	<p>Coordination of individual efforts not guaranteed</p> <p>Cannot hire staff except through a member agency</p>	<p>Links like-minded organizations</p> <p>Relatively simple to create</p>

COOPERATIVE AGREEMENT (continued)		
Basic characteristics	Limitations	Benefits
<p>A cooperative agreement defines the scope of power (when and how it can be exercised)</p> <p>Not always as formal as a joint powers entity</p>	<p>Doesn't have legal standing; liability would revert back to individual agencies</p> <p>When vaguely defined, leadership, decision making and meetings can be absent or inconsistent</p>	<p>Individual entities retain control over their own resources</p> <p>Good format for groups in the beginning stages of formation</p>
GOVERNMENT AS LEAD AGENCY		
Basic characteristics	Limitations	Benefits
<p>Lead agency takes responsibility that funds are received and accounted for properly</p> <p>Lead agency typically provides staff to byway</p> <p>Lead agency completes all necessary applications</p> <p>Fairly informal</p> <p>Open meeting laws and public access to records apply</p>	<p>May not have extensive public input, particularly if entire byway is not in the lead agency's district</p> <p>Byway may lose attention when agency is faced with other multiple program priorities</p> <p>Decision making could be cumbersome, depending on agency procedure and structure</p> <p>Can lose momentum if the key proponent on the staff leaves the area</p>	<p>Less complex to create, while still protecting liability</p> <p>Staff person provided without group needing to raise funds</p> <p>Ability to access agency expertise and skills on variety of topics</p> <p>Individual entities retain control over their own resources</p> <p>Decision making could be streamlined with single entity process</p>
JOINT POWERS ENTITY		
Basic characteristics	Limitations	Benefits
<p>Allows for the exercise of power by one or more government units on behalf of other participating government units (depending on individual state law and statutes)</p> <p>Generally, exclusive to government agencies</p> <p>Formal way for government bodies to join together in a board around a particular issue</p> <p>Joint powers entity decisions are binding for all involved entities</p> <p>A joint powers agreement defines the scope of power (when and how it can be exercised)</p> <p>The joint powers entity is accountable as a public agency</p> <p>May create a separate legal entity</p> <p>Open meeting laws and public access to records apply</p>	<p>Individual government units give up a measure of control</p> <p>Usually cannot be used to include non-government agencies</p> <p>State laws outline powers and limitations; not all states have enabling legislation</p>	<p>Scope of power sharing can be considerable</p> <p>Can hire staff and enter into contracts</p> <p>Able to make decisions quickly across multiple jurisdictions</p>

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DECISION MAKING METHODS SUMMARIZED		
Characteristics	Benefits	Limitations
Decision by leader without discussion	Applies more to administrative needs; useful for simple, routine decisions; should be used when very little time is available to make the decision, when group members expect the designated leader to make the decision, and when group members lack the skills and information to make the decision any other way.	One person is not a good resource <i>for every decision</i> ; advantages of group interaction are lost; no commitment to implementing the decision is developed among the other group members; resentment and disagreement may result in sabotage and deterioration of group effectiveness; resources of other members are not used.
Decision by leader after discussion	Uses the resources of the group members more than the previous method; gains some of the benefits of group discussion.	Does not develop commitment to implement the decision; does not resolve the controversies and conflicts among group members; tends to create situations in which group members either compete to impress the designated leader or tell the leader what they think he or she wants to hear.
Expert member decides	Useful when the expertise of one person is so far superior to that of all other group members that little is to be gained by discussion; should be used when the need for membership action in implementing the decision is slight.	It is difficult to determine who the expert is; no commitment to implement the decision is built; advantages of group interactions are lost; resentment and disagreement may result in sabotage and deterioration of group effectiveness; resources of other members are not used.
Average members' opinions (e.g., all vote on scale 0 to 3 for a decision; 0 indicates no support at all for the decision, while 3 indicates full support)	Useful when it is difficult to get group members together to talk, when the decision is so urgent that there is no time for group discussion, when member commitment is not necessary for implementing the decision, and when group members lack the skills and information to make the decision any other way; applicable to simple routine decisions.	There is not enough interaction among group members for them to gain from each other's resources and from the benefits of group discussion; no commitment to implement the decision is built; unresolved conflict and controversy may damage group effectiveness in the future.
Member vote, majority control	Can be used when sufficient time is lacking for decision by consensus or when the decision is not so important that consensus needs to be used, and when complete member commitment is not necessary for implementing the decision; closes discussion on issues that are not highly important for the group.	Usually leaves alienated minority that damages future group effectiveness; relevant resources of many group members may be lost; full commitment to implement the decision is absent; full benefit of group interaction is not obtained.

DECISION MAKING METHODS SUMMARIZED (continued)		
Characteristics	Benefits	Limitations
Committee decides, minority control	Can be used when everyone cannot meet to make a decision, when the group is under such time pressure that it must delegate responsibility to a committee, when only a few members have any relevant resources, and when broad member commitment is not needed to implement the decision; useful for simple, routine decisions.	Does not utilize the resources of many group members; does not establish widespread commitment to implement the decision; unresolved conflict and controversy may damage future group effectiveness; not much benefit from group interaction.
Consensus-building as a technique in decision making	Encourages all members to participate in discussion and to reach common understanding; process clarifies whether members will support a decision; provides opportunities to build trust and manage conflict; useful for decisions that require strong support but not true consensus; offers ways for members to disagree confidentially.	Discussion may require a great deal of time and skill in facilitation; complete agreement from all members may not be reached, however, the group will be aware of any discord; requires willingness to be honest in order to be effective.
Consensus	Produces an innovative, creative, and high-quality decision; elicits commitment by all members to implement the decision; uses the resources of all members; useful in making important decisions to which all members must be committed.	Takes a great deal of time and psychological energy and a high level of member skill; time pressure must be minimal, and there must be no emergency in progress; process, if handled poorly, can decrease willingness of members to use method again.

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ORGANIZATION

3. **Recruitment, Retention and Succession** (The group has a defined new member recruitment program and defined methods for retaining members. The group has a strategy for preparing new leaders and dealing with unexpected membership changes.)

1	2	3	4	5
My byway takes new members as they present themselves and copes with people leaving as it occurs.	My byway has a defined recruitment program.	My byway has a recruitment program. My byway also has a retention program.	My byway has recruitment and retention programs. My byway also has a leadership succession plan.	My byway has recruitment, retention and leadership succession plans. We evaluate their success each year and make needed adjustments.

4. **Management** (The group has a good process for prioritizing work, delegating responsibility and managing to completion.)

1	2	3	4	5
My byway deals with work challenges and opportunities as they arise.	My byway has a process for setting work priorities. We also periodically put together an action plan that covers at least several months.	My byway sets priorities, makes action plans and delegates work in a manner that plays to people's strengths.	My byway sets priorities, makes action plans, delegates work and has a management structure that ensures that work gets done.	My byway integrates the previous ideas so that projects are completed and members are satisfied with their involvement in our group.

Assessing Your Resources: Creating a Workable Endurance Plan



Byways are an experience of all the parts and stories in the corridor. Without the those elements, the byway ceases to be a byway. Managing those parts, however, can often be a controversial and scary process for byway organizations. Many organizations find it difficult to get past the initial inventory of resources needed for designation. This portion of the training will help your byway group use that paper list more effectively. You will learn how to identify the core character of your byway and how to communicate that to the individuals and groups that have an immediate and future impact on your byway's character. You will also learn how to identify common language about resources that your byway group can agree to use when working with these partners. In the long run, you will develop the skills to show your byway group how to predict change to the byway resources and have the ability to be active stewards of the resources without being land managers yourselves.

By participating in this session, you will learn how to:

- ✓ Complete a resource inventory for your byway
- ✓ Effectively communicate the byway's intrinsic quality(s)
- ✓ Develop a written, comprehensive list of all stakeholders and how they impact the corridor
- ✓ Maintain documentation of a strategy for managing the resource and a plan for regular review of that strategy



MEET YOUR PERSONAL TRAINERS

Judy Walden

Walden Mills Group

Judy Walden, President of Walden Mills Group, develops curricula and delivers custom training to travel regions and travel businesses that seek to develop profitable travel products. She also conducts tourism feasibility and marketing studies, and consults with the Ministries of Tourism in the development of ecotourism projects. Judy has a Bachelor of Arts in English Literature and a Master of Arts in Education (adult literacy). She has also completed graduate work in Education at the University of Denver, Colorado and the University of Birmingham, England.

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RESOURCE MANAGEMENT

The following is an excerpt from Byway Integrity: Preliminary Patterns and Prospects, presented by William J. Kelley, Professor of Urban and Regional Planning, Eastern Washington University, Spokane, Washington. The information was presented during a Byway Leader Tele-Workshop in April 2003 and was sponsored by America's Byways Resource Center. A full version of the workshop may be found at www.bywaysonline.com.

The secret is to focus on the resource

I want to share my single major study finding right out of the chute:
The secret to success and sustainability is to focus on the asset—the resource.

It's the resource that has the magic. It's the resource and the values it represents that we love. It's the love of the resource that can bring sworn enemies to a common table. We tend to protect what we love—and not just some of us “planner types” or “greens” or “preservationists.”

The question of right or wrong about resources and assets

In my mind, Aldo Leopold offers one of the great “compass” answers, from a perspective of resource ethics:

“A thing is right when it tends to preserve the beauty, stability, and integrity of the community. And that community includes the soil, the water, the flora and fauna, as well as the people. A thing is wrong when it tends otherwise.”

Sometimes we begin with and get stuck on the wrong side of the question. Folks with idealistic views and good intentions can easily focus on the problem side of the question. What's wrong? How to fix it? When you focus on that side, you're subject to a great deal of disagreement, dissension, and disillusionment.

In contrast, consider focusing on the other side: what's *right* about this place? What do we value? What's essential? How do we preserve it? How do we honor and celebrate it? That latter frame tends to lead toward a much more agreeable starting point to finding common ground. Half a dozen best-selling planning books today work from the same major theme: *Successful communities, and successful planning efforts, focus on assets.*

In the case of byways, the primary assets are the intrinsic qualities. The secondary assets are the organization and community support system. Let's figure out how to sustain that focus, and it could contribute a great deal toward sustaining byways, the communities, and the resources we value.

How do you sustain byways?

How can you sustain byways for a long time into the future? A sustainable system is one that continues indefinitely. A sustainable byway works to protect its resources, enriches the traveler's experience, and does not overload its organization or its communities that provide for its needs.

PATTERN #1:

Byways are unique, some are complex, and all are successful.

No two byways are exactly comparable. Their organizations and community context can vary in dramatically

in complexity. Some byways have one or two major resources on lands managed under one jurisdiction. Other byways have four or five resources on lands managed by ten jurisdictions. The bigger question: Are the resources and the organizations protecting them sustainable?

PATTERN #2:

Recognition is a source of pride, motivation, and, for some, a powerful tool.

All byways use recognition to advance their causes. Some byways cleverly leverage that recognition into significant political clout and/or publicity that yields greater access to resources, stronger response from the public, or greater market visibility among potential visitors.

PATTERN #3

Byways are action-oriented and guided by a plan.

All the national byways and many of the state ones have completed CMPs (corridor management plans). Many of the byways also have specialized plans for signage, interpretation, and marketing.

PATTERN #4

A correlation exists between the number of projects and the number of partners.

When you look at the grant data or survey returns or talk to byway leaders in the field, a pattern that emerges: byways with lots of partners also have lots of projects. Conversely, byways with fewer partners have fewer projects. I don't know which comes first—the partners or the projects.

PATTERN #5

Most byways face threats.

For some byways, the resource integrity faces threats, such as inappropriate land use, sign pollution, or design that is insensitive to context. For other byways, the threat is to the organization, such as a tired volunteer force or shrinking funds. Still other byways find the greatest threat in sustaining their communities' economic viability. For some public land byways, the threats come from nature—fire, insects, invasive plant species, etc.

PATTERN #6

Success generates success.

Where there are one or two successful byways, soon you see a cluster of successful byways. It's also true that you can find similar patterns in nature and in business.

PATTERN #7:

Byways stretch and pull dollars, and raise community spirit.

RESOURCES

PATTERN #8

Like any system, byways change, evolve, and adapt over time.

As you know, the larger byway community is quite young. The national program is only about ten years old. In talking to the more mature byways, they all agree they have gone through more than one major permutations. According to some, there are three stages: Product Promotion (marketing), followed by Product Development (interpretation), followed by Product Protection (conservation). Others simply recalled bursts of growth and change followed by periods of homeostasis. The latter is certainly a pattern found in natural systems.

PATTERN #9

Successful byways share certain characteristics.

The project profiles and lessons learned from the *Best Practices* reports (available from America's Byways Resource Center) are a great resource. They reveal similar successful ingredients from a diverse set of byways and their projects.

- Construct a compelling story
- Build a big vision from resource inventory
- Create inclusive framework early in process
- Develop incentives for being at table
- Have creative approaches to marketing and visualization
- Provide a strong focus on enhancements and interpretation
- Balance competing goals (protection/promotion)
- Give equal attention to "big picture" and design details
- Provide strong leadership (one big personality or collective voice)
- Forge connections to resources (funding, political)
- Drive group motivation with a passion for the resource
- Selectively create working partnerships

PATTERN #10

Successful corporations offer lessons in adaptability.

Much business literature focuses on organizational integrity and sustainability, particularly emphasizing lessons from "natural system" patterns. One of my favorites balances research and experience-driven findings in supporting a central argument that organizations should be viewed as living organisms. Organizations grow and change, and the successful ones learn and adapt without relinquishing their core values. Factors that seemed to condition their "living-learning" capacity included:

- a sensitivity to environment
- cohesion and strong sense of identity
- a high degree of tolerance
- frugal management of capital

PATTERN #11

Selected patterns of integrity in natural organisms provide clues for byways.

Many traits contribute to the integrity or resilience of natural organisms. A few central characteristics that are somewhat translatable to social systems) are listed below:

- They are interconnected
- They are interdependent

- They absorb, conserve, convert, and recycle energy
- They grow and yet maintain a balance
- They adapt

Another key pattern for maintaining natural community resilience or health is *diversity*.

Instructive Snapshots: Some favorite byway leader quotes

"I don't know about all this planning and organizational theory. I do know that byways have to deliver in order to secure and maintain community acceptance. They deliver two things: economic improvement and resource protection."

"The strategic steps for preserving our resource are pretty straight forward:

- Identify all the potential important areas
- Do the detailed mapping and/or analysis
- Analyze and assess those with high resource value
- Conduct risk assessment of potential threats (development potential, vulnerability)

Then you focus on protecting those high resource values that are most threatened."

Communicate the magic

As I noted in the beginning, I think we have to focus and refocus on the resource. Just like Leopold, it takes a while to get it right. Think of the resource-appreciation spectrum suggested by one byway leader: first comes awareness, then knowledge, then appreciation, then more knowledge and familiarity, then love, then protection. It's an iterative process. Keep refining!

On a psychological level, remember the resource has "the magic." Expose the community and its leaders to that magic. Use some of the available technology tools to demonstrate existing or potential threats.

Finally, I would simply note that many of the success byways that appear to be sustainable from my view, exhibit some of the resilient traits of natural organisms suggested earlier: connections, diversity, growth, and balance.

During more than 25 years of planning education, research and practice, William "Bill" J. Kelley has taught across the curriculum, directed dozens of studies, and served on numerous community and professional boards. Rural and Small Town Planning has provided the context for much of his experience. Bill's successful efforts to improve bridges between theory and practice continue to earn national recognition, including APA's AICP/ACSP Collaborative Research Award and StaR's Planning Excellence Award in 2000. Kelley took a sabbatical during 2003 to coordinating a project for the National Scenic Byways Program focused on planning for the long-term integrity of scenic byways.

RESOURCES

The following is an excerpt and adapted for the purposes of this workbook from Preserving Our Treasured Places: Guidelines for Managing Visual Quality on America's Byways, published by Scenic America and America's Byways Resource Center, 2004.

Clarifying the purpose

The basis of conducting a resource assessment lies in identifying and evaluating the full value of a byway's tangible and intangible resources. The completed document should tell a compelling story, project possibilities, and help the byway group plan for and adjust to change.

Getting started

The intrinsic quality inventory from your byway's Corridor Management Plan (CMP) is a valuable baseline on which to build. Conducting a Resource Assessment can include activities such as exploring through maps and field observations, carefully looking at your byway by photographing particular sections, and visualizing future change using computer models.

Before you begin the process, consider three questions:

1. **Who should you involve with the Resource Assessment?** How can communities, civic organizations, chambers of commerce, citizens, local officials, land management agencies, and others play a part in this effort?
2. **How do you organize your byway Resource Assessment?** If your byway is long and complex, consider identifying and prioritizing segments. Consider the many variables when prioritizing segments; some assets may be more at risk than others.
3. **Where can you find help?** Federal and state land management agencies and local planning and parks offices often have landscape architects in their organization that can help guide the assessment process. Other planners and community development specialists are experienced in gathering input from all stakeholders and facilitating collaborative decision making.

Defining the character of the byway corridor

It is critical to involve your community in visioning both the key resources and community values that define the essential "character" of your byway. "Is this *in character* with the byway? Is this *out of character* with the byway?" This pair of questions, applied repeatedly, will help your group clarify goals.

Five basic steps can help form this definition:

1. **Describe the overall impression.** Begin at the largest scale and work your way down. If someone who had never visited your byway calls and asks you to describe your byway, what would you say? Can you "paint" a single word picture, or is it necessary to describe it more like a film, flowing from one setting to the next? Is it the nature, the buildings, or the people that set the tone for the overall impression?
2. **List the treasures.** Photograph the views most valued along the byway. Examine these "high value areas" and describe what elements contribute to defining these special places. How do these qualities contribute to the intrinsic qualities that led to designation?
3. **Relate the assets to each other.** Traveling a byway is not like sitting in a theater. At a theater, viewers sit in one location and the experience is fixed before them. Byway travelers experience the byway while they pass through the landscape. Identify how the corridor's visual sequences work

together. How do the highly valued views relate to each other? How do the views that were considered negative relate to one another?

4. **Evaluate the *direction of change*.** Find photos from 10, 20 or even 50 years ago that represent some of the most highly valued areas. What has changed in the scenic quality? In the architecture? Is there a change in the type and distribution of trees and shrubs?
5. **Ask what would be *lost if these elements were gone*.** Does your byway convey a sense of history or a sense of rebirth and renewal?

Examining key elements

Architectural Character

What makes the byway's built elements unique?

Consider things like:

- Building shape and size, roof style, door and window shapes and styles, colors, and their relationships with each other. Are they close together, or are there wide distances between them? What are the buildings' materials and textures (stucco, stone, wood, and the textures that they create such as rough, coarse or smooth)?
- Is there a common theme to valued architectural character, such as construction from wood or stone, or unique trim detail?
- Could some features or elements apply to new development to help it harmonize with the valued architectural character?
- What is the architectural character of the areas of concern? What is their state of repair? Do these areas visually overpower adjacent architecture?

Community Patterns

How do buildings and other structures affect the integrity of the byway? Do they make a positive or negative contribution? How do the relationships between buildings and other features define the essence of the byway?

Consider things like:

- Are there deep setbacks so buildings stand far from the road's edge? Are buildings close to the road, creating an intimate confined relationship between the travel way and the structures?
- Do trees, shrubs, and other vegetation soften development?
- Is the vegetation planted in a formal pattern or a more random, natural pattern?
- What is the density of built environments? Are buildings close together or widely spaced?

Character of the Natural Environment

How do areas that appear to be natural landscapes contribute to the essence of the byway?

Consider things like:

- What types of trees grow in these areas, such as conifers or hardwoods? Consider trees' ages, maturity and density?

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- When viewed from a distance, what shapes, colors and textures do trees and other vegetation create? Also consider water features, such as lakes and streams.
- How do rock outcrops and the landforms contribute to the landscape character?
- How do the environmental elements change with the seasons? Does the area look particularly stunning in the fall or spring? Is there a species of tree or shrub that makes these areas especially attractive, such as maples in the fall or magnolias in the spring?

Use of Place

Which sites attract travelers? How do travelers use those sites? Are there sites that are important to preserve for local residents? What local ethics regarding use of place are communicated to travelers?



EXERCISE: MAPPING YOUR BYWAY

Concept:

A hands-on activity designed to initiate a resource inventory of the assets on your byway. The exercise can be used for initiating, modeling, predicting and illustrating a resource inventory.

Required materials:

1. *A magnetic tray.* Steel cookie sheets work beautifully, or use other trays made of steel. Plan on one for each pair of participants.
2. *Blank magnetic sheets,* which can be found at most local office supply shops (or they can order them for you). Buy enough so you have one for every two participants.
3. *Small magnets of assorted colors and shapes.* Buy them locally, or order sets of 56 magnets from the address below for the Western Colorado Interpretive Association.
4. *An electronic version of your byway.* Topographical maps can be located in your local planning department, your state transportation division, or a local chamber of commerce.

Preparation:

Assemble a small bag of magnetic markers for each pair, and a steel playing board. Each pair should have a minimum of 56 markers. The mix of shapes will reflect the unique character of your byway.

Print your byway map on a sheet of magnetic paper using a color ink jet printer.

Activity:

Lead the group through the exercise. Participants work in pairs.

- a. Identify important gateways with the **black arrow**
- b. Locate the welcome center with the **white arrow**
- c. Identify public restrooms with the **black star**
- d. Identify important natural sites with the **green triangle**
- e. Identify important historical sites with the **yellow square**
- f. Identify important recreational sites with the **blue circle**
- g. Identify your favorite place with the **red heart**

Discussion:

- a. What is a gateway? Where did you place it?
- b. Where is the official welcome center?
- c. Where are the public restrooms?
- d. Where are the natural sites?
- e. Where are the historical sites?
- f. Where are the recreational sites?
- g. Where did you place your heart?

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Continuing activities:

You can use this map exercise to:

- a. Illustrate what would happen if resources were removed
- b. Show possible land ownership changes
- c. Illustrate how changes in the corridor affect various resources

Notes:



EXERCISE: THE VOCABULARY OF RESOURCE PROTECTION

Instructions: Words have different meanings and different weights depending upon our regional circumstances. It is important to identify and define words that you will use to describe the resources along your byway. It is important to pay attention not only to the easily used or accepted terms, but also to those that cause controversy.

Access	Endangered species	Off-limits	Scenic conservation
Added value	Enhance	Open space	Serving visitors
Agencies	Environmental	Paradox	Stakeholders
Assets	Environmental education	Partnership	Smart growth
Balance	Ethics	Perishability	Social science
Benefits	Future generations	Planning	Social well being
Bureaucrats	Grassroots	Preservation	Stewardship
Carrying capacity	Healthy ecosystems	Preserve	Support
Challenges	Heritage	Pressure	Sustainability
Collaboration	Historic sites	Prevent	Tradition
Community	Impact	Private sector	Transition
Conflict of interest	Impact	Promote	Upgrade
Connectivity	Improve	Prosperity	Valuing
Consequences	Infrastructure	Public values	Viability
Conservation ethic	Integrity	Quality of life	Vision
Creative solutions	Interpretive	Real estate values	Visitor impacts
Critical habitat	Landscape	Reclaim	Vocabulary of resource
Culture	Lifestyle	Refurbish	Protection
Diversity	Limits of acceptable change	Rehabilitate	Wilderness
Economic impact	Maintain	Resource	Wildlife resources
Economic vitality	Management plan	Respect	
Educating	Natural areas	Restore	

RESOURCES

Land and Historic Site Protection on the Internet

A comprehensive listing of Internet sites that features land and historic site protection was developed for *Colorado's Grassroots Training Program for Scenic Byways*. While those listed for the Colorado program are specialized for that state and can be found by contacting the Western Colorado Interpretive Association*, the categories listed below may serve as a good framework to develop a list that applies to your byway region.

Regulation

American Farmland Trust: <http://www.farmland.org>
The National Park System: <http://www.nps.gov>
Scenic America: <http://www.scenic.org>
Preservation Action: <http://www.preservationaction.org>

Purchase

The Nature Conservancy- Conservation Buyer Program: <http://nature.org>
Advisory Council on Historic Preservation: <http://www.achp.gov/funding-nrcr.html>

Conservation Easement

Land Trust Alliance: <http://lta.org/consERVE/options.htm#easement>

Incentives

Conservation Assistance Tools: <http://cat.sonoran.org>
National Center for Preservation Technology and Training: <http://www.ncptt.nps.gov>
Save America's Treasures: <http://www.saveamericastreasures.org>

Education

National Trust for Historic Preservation: <http://www.nthp.org>

Landscape Protection

Sprawl Watch: <http://www.sprawlwatch.org>

The Conservation Fund: <http://www.conservationfund.org>

The Trust for Public Land: <http://www.tpl.org>

Scenic America: <http://www.scenic.org>

*Western Colorado Interpretive Association

2250 Highway 50

Delta, CO 81416

Phone: 970-874-6695

Fax: 970-874-6698

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Travel and Ethics

A comprehensive listing of Internet sites that feature codes of ethics developed for groups with special recreational interests was developed for *Colorado's Grassroots Training Program for Scenic Byways*. This listing is available, however it may be a good idea to start a listing of your own. Make a list pertaining to travel and ethics in these categories that your byway can use when framing decisions and discussions.

A. Outdoor Recreation: General

1. Fishing (angling) _____
2. Kayaking, rafting, canoeing _____
3. Hunting _____
4. Wildlife viewing _____
5. Bird- watching _____
6. Hiking/ backpacking/camping _____
7. Horseback riding _____
8. Llama trekking _____
9. Mountain climbing _____
10. Mountain biking _____
11. Cross-country skiing and snow shoeing _____
12. Other _____

B. Motorized Vehicles

1. Off-road vehicles _____
2. All-Terrain Vehicles (ATV s) _____
3. Snowmobiles _____
4. Water sports (boating, jet skis, etc.) _____
5. Other _____

C. Photography (Wildlife and People)

D. Archaeology and cultural artifacts

E. Speleology

F. Indigenous Cultures

G. Specific Ecosystems

H. Codes for International Travelers (often put up by tour operators or NGOs)

I. Historic Structures

J. Museums

K. Additional Sources

*For a full listing of Codes of Ethics or further information, contact:

Western Colorado Interpretive Association

2250 Highway 50

Delta, CO 1416,

Phone: 970-874-6695

Fax: 970-874-6698

The directory was developed as part of *Colorado's Grassroots Training Program for Scenic Byways*.

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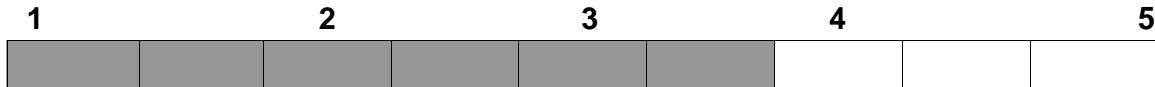
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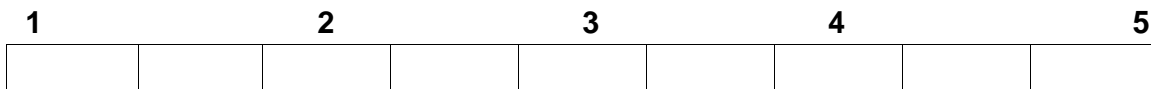
Scenic Byway Health Assessment Sustainability Indicator

Instructions: Read the range of stages for each sustainability factor and decide where on the bar chart your organization presently ranks. Color a dark line from the left to a point on the bar chart that indicates your assessment of the relative health of your organization on each factor. The line may stop at any point on the chart.

Example:

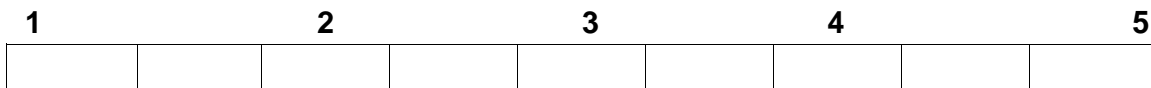


1. **Resource Inventory** (a comprehensive written inventory of byway resources)



My byway group has a clear sense of purpose, has identified our most important assets, and has agreed verbally on what our priorities should be.	My byway group has a written resource inventory that formally identifies all the resources along the corridor and documents essential information on each.	My byway has a written statement that expresses its essential character (the sum total of its assets) through the “power of story.” Our group demonstrates stewardship of the byway.	My byway group has a resource inventory with a written timeline that identifies opportunities and threats, projects possibilities, and predicts change.	My byway has a written resource inventory that we use to help us continually build a big vision.
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2. **Intrinsic Qualities** (byway’s assets categorized as scenic, historic, natural, cultural, archaeological, and recreational)



My byway group has identified important assets in at least three of the all six categories: scenic, historic, natural, cultural, archaeological, recreational.	My byway has integrated elements of the physical environment and the human community into a statement or theme that effectively expresses a sense of our place.	In verbal and written communications, my byway group describes the value of our corridor as a whole, not just a collection of its individual parts.	My byway group has a written statement that incorporates intangibles to express the sense of our place.	Core members of my byway group consistently use common language to effectively communicate our byway’s intrinsic qualities to stakeholders, to partners, and to the broader community.
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3. **Stakeholders** (everyone in the community who has an interest in how the assets of the byway are utilized)

1	2	3	4	5
My byway has built formal relationships with partner organizations, and with individuals who are passionate about protecting and enhancing the intrinsic qualities of the byway.	My byway group actively educates local citizens about preserving and enhancing the aesthetic quality along the byway.	My byway has a written comprehensive list of stakeholders; how they impact the corridor; and how change on the corridor may impact them.	My byway proactively seeks input from stakeholders who impact the character of our byway, including developers, real estate agents, property owners and local businesses.	My byway creates a strong sense of identity and cohesion amongst stakeholders by making public every small success. We demonstrate that "success generates success."

4. **Resource Management Strategy** (a long-term plan outlining how the byway will be managed as a sustainable system—one that continues indefinitely)

1	2	3	4	5
My byway has clearly identified the most pressing threats to our assets, has identified the greatest opportunities, and set priorities.	My byway has listed eligible resources with the appropriate agencies/partners that can affect the long-term health of these eligible resources. We have identified those assets that require investment and/or maintenance.	My byway employs regulatory measures to preserve and enhance the aesthetic qualities of our byway. We have developed and published design guidelines.	My byway has acquired property or development rights to permanently protect special landscapes.	My byway group is action-oriented, and is implementing strategies to protect the character and resources of our corridor. We regularly review progress and adjust our strategy.



Final Activity: THE FINISHER'S PODIUM

STEP 1: Telling your compelling stories

You have 3-4 minutes to tell your byway story in a clear and compelling way. You may work with others from your byway to develop the story, but each of you will ultimately present the story as an individual.

You should:

- **Identify a critical issue or need.** Working individually (or with workshop participants from your byway) identify a critical issue, problem or need associated with your byway/organization based upon the lessons learned during the workshop sessions over the past days. The issue or need can be related to organizational dynamics/structure, byway resources, special projects/events, volunteer management or funding issues.
- **Identify your intended (imagined) audience.** Based on your critical issue, set the stage for the review panel(s) so they know what chairs they are sitting in, e.g. city council, potential or current donors, friends and neighbors, potential board members, local businesses, community groups, or if they are simply leaving a voice mail.
- **Tell your story.** Using the principles and strategies presented in the workshop, organize your (or your team's) thoughts into an oral presentation (no more than 3-4 minutes) of your byway's compelling story. Individually, present your case to the panel to which you have been assigned.

Note: Because we must finish on time, you will be stopped after 4 minutes even if you are not finished. This is good practice – you will often have only 1-3 minutes to tell your story.

STEP 2: Providing feedback to enhance compelling stories

You will serve as a member of a feedback panel, listening to several presentations by your fellow participants. Following each 3-4 minute presentation, the panel will have 7 minutes to provide feedback.

Listen to the presenter's description of the intended audience and put yourself into that role. Using the information and ideas you have learned during the three workshop sessions (feel free to refer to your Power Workbook) ask questions and provide feedback that will help each presenter strengthen the compelling story.

Consider the following:

- The presenter is telling the story for a specific reason or to achieve a particular result. Is that reason or result clear?
- Did you get enough information to know what your next step will be if you want to get involved?
- Does the story make you think "Wow, I'm glad someone is working on that. . .".
- What did the presenter do that was especially effective?
- What might the presenter do differently to make the story more clear and more compelling?
- What did you learn over the last two days that would help the presenter?

NOTES
