



Board of Directors Meeting
and First Strategic Planning Session
Agenda
Quorum: 10

Event: ANT Board Meeting and Strategic Planning Session
Date: Wednesday, August 23, 2006
Time/Loc: 6PM. ANT office
Prepared by Lynn & Stephanie in Gail's absence

Pre-meeting updates provided by:

(Our Executive Director does not count toward quorum)

		RSVP/Update
Judy	Acquaro	1-no update
Jim	Coplen	2-unable to open
Leslie	Ferguson	3-update inc.
Bill	Hartman	maybe-No update
Gail	Herendeen	No-no update
Bob	Kennedy	4-no response
Lori	Keys	Yes-update inc.
Barbara	Krisher	5-no update
Art	Mandelbaum	No response
Scott	Miller	No response
Lynn	Reecer	6-update inc.
Sharon	Repka	7-no update
Jane	Schmitt	8-update ind
Stephanie	Schultz	No response
Gregg	Walbridge	No response
Bill	Zielke	9-update inc

Started 6:10pm

Present: Jim Coplen, Sharon Repka, Leslie Ferguson, Jane Schmitt, Judy Acquaro, Lori Keys (ED), Bill Zielke, Lynn Reecer, Bob Kennedy, Stephanie Schultz, Barbara Krisher, Gregg Walbridge (arrived at 8:50pm)

Lynn provided Board with a few minutes to review minutes since they weren't distributed until this afternoon.

Contacts for e-newsletter:

Last Name	First Name	Email	initials
Newton	Warren	winotwen@msn.com	LK

Thomas	Jeff	jmthomas@mikethomasrealtor.com	LK
Lewis	Ken	kelewis@kelp.com	LK
Neuman	Russ	Neumans2000@yahoo.com	LK
Sagan	Eva	egsagan@verizon.net	LK
Mildred	Adam	adamildred@aol.com	LK

I. Guests to attend board meeting

none expected

II. Consent Agenda: Includes items that are standard, non-controversial, and/or self-explanatory can be consolidated and approved with one motion and vote.

Minutes of Board Meeting. Date: July 26, 2006

Motion to approve July minutes (Leslie); approved

Financial report: see attached Balance Sheet & P&L statement.

Lori announced that we received a note today from JP Morgan Chase for \$5,000 for Scott Road.

III. Committee Reports:

PRESIDENT'S REPORT: LYNN REECER

1. Please fill out the attached **Job Description** form for Lori and our board records. **If you didn't receive the job description form, please ask Lori for one. It was also attached to a recent email.**
2. Directors Debbie Probst and Mark O'Shaughnessy have resigned their positions effective August 22, 2006.
Lynn asked everyone to thank Debbie & Mark for their help on the Board; Debbie plans to continue being involved by volunteering time in the office
3. Setting a new **10 day deadline** for **donor receipt letters** and **press releases of \$5K and above.**

Lori – donors for Scott Road include SACS - \$30,000; City/FWFD - \$15,000, Chase \$5,000

Lynn commented that we need to keep up with the items on the Donor Recognition schedule (signs up during construction, etc.); new admin person may work on this

Lori – these donors will be recognized during construction:

4. Office expansion: quote = \$15,000 from Felderman
Lynn discussed expansion of office area
Felderman quoted \$15,000 for expansion of office
 1. He donated the original construction work; not sure if we can pay for it now
 2. Court Newcomb will also be submitting a bid; not in yet
 3. **Will revisit** office expansion next month, see what other bid looks like

5. We need to formalize all committees now and chairs need to keep to a regular meeting schedule.

Votes needed on the following items:

1. *New Finance Committee of Jane Schmitt (chair), Jim Coplen, Curt Brown.*
2. *New Construction Committee of Gregg Walbridge (chair), Bob Kennedy, Bill Hartman, Lori Keys*
3. *Revised By-laws*
4. *Hiring of a new Administrative Assistant*

Formalize committees; need to vote on that issue – that we have formal committees, we have moved forward with establishing Finance Committee (Jane Schmitt, Chair; Jim Coplen, Kurt Brown (non Board, but President of Tower Bank, Lori Keys)
Construction Committee – Gregg Walbridge, chair, Bob Kennedy, Bill Hartman, Lori Keys

Things such as hiring contractors, etc. will be decided in committee, then vote will happen in BOD based on their recommendation

Administrative assistant – Lori has formed job description for AA, handout in minutes has the details; school hours (8-3 or so; about 30 hrs a week)

Discussion about pay range; Lori did research, Art confirmed that salary range of \$8-11/hr is appropriate; Art suggested hiring someone through ManPower or something similar to give them a test drive

Motion to approve the 4 items on Lynn's "needs vote" section (Sharon, moved, Judy second) passed

Other Issue – Recent tragic accident involving police cyclists on fundraising ride; how does this effect our upcoming Bike About Aboite

Discussed the bicycle accident with the police cyclists

- o Do we still have the September event for the 50 mile event?
- o Is it safe?
- o Is 50 mile ride consistent with our mission?
- o Can we change the September ride?
- o Should we have the 10 mile ride on roads? Can we move it to the Greenways?
- o What do we do about money already turned in?
- o "it would be awful to get someone killed" "the PR will be horrible"
- o How do we communicate that the 50 mile ride has been canceled?
- o Leslie can put it in the press release
- o Bill said we should say "in light of recent events, we can't provide a safe route for cyclists, so we're eliminating the 50 mile ride"
- o Lynn suggested someone write an editorial about the need for trails;
- o Sharon specifically asked that if we do that, we don't condemn road cyclists.
- o Discussed that road cyclists don't ride on trails anyway; it's not part of our mission
- o Lynn will notify the sponsors (via letter)
- o We should have a letter available at the table explaining the change

- Website will have the change
- Final decision made to cancel the 50 mile ride and communicate that as well as possible given the short time frame

VICE PRESIDENT'S REPORT: SHARON REPKA

Big news here along with Bill Zielke!

Announcement by Bill, Lynn, Sharon, Bob

- The City of FW has committed to \$500,000 toward the expansion of the trail system in Aboite Township if the State can commit \$1,000,000
- Sharon asked the State at meeting with Commissioner Sharp, etc.; at first the State said "no" then later, they said they would find it
- At follow up meeting with Senator Long, etc., they decided that the State did have the money; Senator Long applied some pressure; said the Governor said it was available.
- Bill indicated that \$300,000 of the \$500K came from Parks which doesn't "do trails" ; it can move the momentum toward "linear parks" out here
- Bob said \$1.2 million has been committed from the City overall
- Art asked if money from the State (the \$1,000,000) is limited to within the City limits; the answer was no, just within Aboite Township
- When will we get the cash? City has money now, it has to be used by 2008 anyway. Once City has commitment from the State that we're getting the money, City will release it
- We'll have to give the State a rough outline of what we'll spend it on
- Discussion about using this money to speed the Towpath along.

TREASURER'S REPORT: JANE SCHMITT

1. Dollars raised to date, total (Jane): **\$1.18 million**
2. Cash in the bank, total (Jane): **\$585,866**
3. Endowment: Funds allocated (Jane): this will be figured at the end of the year and therefore will not be seen on future monthly updates.

Recommendations by the Finance Committee

Motions for a vote by the Board:

1. *Hire a firm other than BKD (conflict of interest) to perform a cash basis audit. Wally will make a recommendation of a firm to hire.*
2. *Hire BKD for bookkeeping services on a limited basis. Cost: \$49/hour plus cost of travel time of approx. 1/2 hour.*
 - Leslie asked how many hours will we need BKD?
 - Jane estimated 10 hours/week for 1st month or so; then possibly down to 2-3 hours/week to do the accounts payable, payroll, etc.
 - Admin person will do a lot of this, depending upon their qualifications

Board commended Jane for work she's put in on the finances; she has done a tremendous amount on that over the past 4 years

SECRETARY'S REPORT: GAIL HERENDEEN

EXECUTIVE DIRECTOR'S REPORT: LORI KEYS

1. Miles of paved trails, total (Lori): **3.5 miles**
2. Total Sponsored Projects: This number does not include misc. in-kind donations. See attached table **20.5 miles, \$3.6 million**
3. Village at Coventry Bike/Ped Study – Storrow Kinsella Associates (David Roth) will attend ANT's September board meeting to discuss the in-kind study they are completing to make Village at Coventry an Aboite Trails destination for bikes and pedestrians.
4. Trailhead – Next step is meeting w/Larry Weigand onsite w/Barbara Krisher to refine design. Lori will schedule this meeting at the end of August. Signage project – Has been on hold until trail construction begins. Lori will reconvene the signage committee in September. We will need to select a consultant to produce construction documents
5. ANT was invited to apply for 2 Community Foundation 4th quarter grants due August 29: Program/Project funding (applying for \$50K for Towpath Phase IV), and Agency funding (applying for \$10K which is available every 3 years). We submitted concept letters in July and received 2 out of 18 invitations; 49 total applicants submitted letters. We will find out if awarded by November 10, 2006.
6. SACS should receive results from INDOT on the Safe Routes to School application we submitted in June (\$250K for Homestead) by the end of September
7. Volunteers needed to help with Bike About Aboite PR.
8. A new volunteer is going to update the events page on the website.
9. Leslie's draft of our new brochure (produced and being donated by Ferguson Advertising) looks incredible! Edits will be finalized this week. Need input-please pass around and comment.

PROJECT UPDATES (LORI)

1. **Amber Rd.**
 - i. County tabled budget decision in July that would allow 2006 construction start.
2. **Covington Rd.**
 - i. City of Ft Wayne must administer grant as our Local Public Agency. We scheduled ANT's kickoff mtg as funding was received and we are on the fastest track possible.
 - ii. City established needed commitments with INDOT (for our match and the consultant selection process.) Consultant selection process is underway; Requests for Qualifications (RFQ's) were sent out the week of August 7.
 - iii. Estimated construction 2008.
3. **Eggeman**

- i.Environmental permitting is okayed and T-E Inc is preparing for construction staking.
- ii.Property issues are being finalized with Probst and Chambers. Probst decided not to deed his property but had his attorney write a perpetual trail easement.
- iii.Estimated construction start September 5, 2006.

4. Homestead Rd.

- i.Henry Nadjeski is drafting a letter for all property owners to begin the right of way process.
- ii.Estimated construction start Spring 2007

5. Liberty Mills Rd

- i.Design will be completed in early September.
- ii.Estimated construction start October 2006, pending ROW issues.

6. Scott Rd

- i.City is helping to coordinate project. Currently addressing drainage issues brought up by Water Resources Dept. City will have inspector onsite during construction.
- ii.Brooks estimates construction start August 28. Bunn is doing excavation work and Harlow is subcontractor for retaining wall on private property that is removed due to trail construction.

7. Towpath Trail

- i.City sent out RFQ for design engineering for Phase IV. Design is not funded, however.
- ii.American Senior Communities agreed to donate right of way needed for direct connection from Ph IV to Lutheran. Bill Fishering (County attorney) is working to facilitate this process.
- iii.City plans to construct phase III (Smith to Woodhill Dr. – trail will cul-de-sac prior to Engle) in 2006.

8. NIRCC Event

- i.NIRCC is planning a Northeast Indiana Regional Trails and Greenways Charrette for November 17, 2006. They have secured sponsorships from local engineering firms to help host the event. NIRCC is also asking the local nonprofit groups to help with financial sponsorship. No dollar amount was specified. Is ANT willing to help sponsor the event? We would be recognized as a sponsor in brochures and any PR material for the charrette. An estimated 150 people from our region will attend.

NIRCC event

Lori should ask Dan what's involved in sponsoring the event?

Who else is doing that?

Why are they asking non-profits to sponsor it?

Lori is serving on the steering committee

How much \$\$ do they want?

Board declined to donate; we will volunteer, or help somehow with the event, but we can't write a check

FUNDRAISING CHAIR'S REPORT: BILL ZIELKE

Big news here to be announced Wednesday evening!

CONSTRUCTION CHAIR'S REPORT: GREGG WALBRIDGE

LEGAL CHAIR'S REPORT: ART MANDLEBAUM

Votes needed on the following items:

1. *Vote on revised By-laws*

Discussion of new By-Laws

Term limit issue

Was discussed last month

Do we need them?

Most thought we don't need them because we're so young

By Laws are what everyone agreed to at the meeting last month

Asked for a motion to adopt them

Leslie moved, Judy second; Approved

PR CHAIR'S REPORT: LESLIE FERGUSON

1. Articles in both papers re: Towpath match by City
2. Parkview release and subsequent press (!?) to happen 8/21
3. Press release on \$\$ raised and update on trail construction to be written and distributed w/o 8/21
4. Guidelines developed for media relations following large donations
5. Next newsletter: September
6. Brochure in final edit stage
7. Public Relations committee being formed; finalized by 9/15 (hopefully)

Other directors' reports:

IV. Calendar

- Event: 2nd Annual Bike About Aboite
 - Date: Saturday, September 9
 - Time: 50-mile tour at 8am and 10-mile Fun Ride at 10am
 - Location: Rides start and end at Homestead's Ninth Grade Academy on Aboite Center Road.

- Events: Upcoming ANT Board Meetings
 - Wednesday, September 27 @7 PM
 - Wednesday, October 25 @7 PM
 - Wednesday, November 15 @7 PM
 - December to be determined.

V. Hand-outs

Sponsored and Comprehensive projects table (Lori)
Financial statements (Jane)
Job Descriptions form (Lynn)
New ANT brochure-sample (Leslie)

VI. Strategic Planning Session-Bill Zielke

See email from Lori with document attached summarizing the brainstorming session we undertook and which will be continued immediately after the September BOD meeting.

Overview from Bill's introduction to Strategic Planning, why we're doing it and why it's important:

We're here because we've had some discussions about what works? What doesn't work? There has been so much activity lately, the issue has come up – where are we going?

Strategic planning

- Determine the purpose of the organization
- What are the possibilities for the future
- Where have we been?

Bill said that organizations need to plan to be successful

Biggest obstacles:

- People don't know how to plan
- What do you do?
- Intangible; all about the future

Why is planning important?

- Alice and Cheshire Cat –

- What road do I take? **If you don't know where you're going, it doesn't matter what road you take**

Future will be different

If world is changing, how can we afford to stay the same?

- You're not living in a vacuum

A strategic plan is a management tool

- It's intended to help an organization do a better job
- It's not just something you put in a binder and put on the shelf
- It's a discipline effort
 - How do you go about it?
 - Effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, why it does it with a focus on the future.

What is strategic planning NOT?

- Does not attempt to make future decisions
- Does not substitute for judgment
- Does not always flow smoothly

How do you create a strategic plan?

- Lots of approaches, all include the following
 - Information gathering and analysis
 - Identification of critical issues facing the organization
 - Development of a strategic vision statement that sets future direction for the company
 - Mission statement
 - Development of strategic goals
 - This is WHAT you're going to do
 - Formalization of strategies for each goal
 - This is HOW you're going to do it
 - Preparation for operational planning based on the strategic plan (budget, annual objectives)
 - Financial interpretation of the operational plans
 - Review/analysis/evaluation of the results
 - Huddle; we had these great plans, how did they work?
 - What's the review cycle?
- Terminology
 - Mission = Forever
 - Strategic Vision = 5 years out
 - Goals = 3-5 years
 - Strategies = 1-5 years
 - Objectives = 1 year

Informational Gathering and Assessment

- This may be what we do tonight; may be on another night
- External Assessment
- Internal Assessment
- Market Assessment
 - SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

Development of Strategic Goals (page 7)

- Mentioned “back of door” pictures for Tom Miller; what is he keeping his eye on, what is his “big picture” focus items

Posters of teams the Colts play

- What are the Key Performance Indicators
- If they achieve those things, they “won”
- Makes goals easily seen, recognized by each person in the organization
- Good for communication

Evaluate and Debrief

- Blue Angels process (FWFD uses the same process)
- No one person carries any more rank than any other
- Execution vs. objectives
 - What did we want to do
 - What did we do
- Analyze execution
- Lessons learned
- Transfer lessons learned
- End on a high note

Bill said when he’s thinking of strategic planning, he thinks of the things we talked about when we got started with fundraising

What did we do well? What were our weaknesses? What needed more attention

What do we change for Phase 2?