

Minutes      SER-NW Board Retreat    1-21/22-06 at Fort Worden

present were:

Adrienne Fox, Jake Jacobsen, Mary Kay LeFevre, Jim Hanson, Bob Hansen, Cara Nelson, Peter Hummel, Paul Crane, Tim Walls, Frank Reckendorf, Tom Elliott, Steve Erickson, and Marianne Edain, recording secretary

The board members introduced themselves briefly, and Frank took the opportunity to correct his e-mail address, which is @mac.com. Tom's e-mail has 2 t's in the last name.

Cara facilitated a major discussion on strategic development

1. geographic scope of the organization - defining our region
2. the kinds of programs we can offer without staff support

geography:

- ~ the board is heavily slanted toward western Washington. Either broaden the board or shrink the region.
- ~ 75% of the membership is from western Washington.
- ~ whom does the organization serve? can it serve such a far-flung region?
- ~ California should be shifted to SERCal - are members amenable to this?
- ~ there should be training and outreach in Oregon and eastern Washington

programs:

1. conference
2. trainings
3. board membership
4. other events
  - ~ scale events to the sub-region
    - ~ use the internet to retain regional presence and relevance
    - ~ road-show D2D in the sub-regions
      - ~ it is easier to maintain present services than to expand into the existing boundaries
  - ~ tasks need to be set for regional reps
    - ~ members can be at-large members of SER-I
    - ~ leave the map intact but leave BC and California unrepresented
    - ~ it was proposed to convene a committee to sort out the question
    - ~ leave an area unrepresented if no one from the region is willing

**ACTION ITEM** - a poll reflected that the majority seems to favor retaining the current boundaries but making the map reflect the separation of BC.

An objection was expressed to references to "outlying areas" as a form of geographic chauvenism. All agreed to find alternative language.

- ~ partnering with other organizations in under-represented areas
- ~ develop an annual outreach program toward recruiting representatives
  - identify partnering opportunities (trainings, conferences, etc)
  - maintain a list of restorationists

- identify restored areas and restoration projects in a given area
- ~ restoration is more than just fish, so look for other types of projects too
- ~ how to deal with hard-to-fill sub-area rep. positions
- ~ partnering with SERCal and SER BC
  - ~ could allow additional at-large rep if a region is not represented
  - ~ could change names of regions, which would require a by-law change
  - ~ should develop web links from outside SER-NW for regional outreach
  - ~ if regional rep slots are kept open, we will make room for them on the board
  - ~ eliminate the option of an at-large rep covering a region if no suitable rep is found within the region
    - ~ maintain the current by-laws
    - ~ expand the website to the entire region and solicit web links.
      - ~ change the regional names, especially on the web site, to reflect what those regions call themselves.
- ~ focus on a single under-served area to highlight for outreach
- ~ keep the by-laws but search actively for regional reps
  - ~ we have used a bioregional approach and maybe now need to think of political/practical regions. we need to re-think the subregions

This session appeared to end with no specific resolution.

#### Review of 2002 Retreat goals

1. Identify and share restoration techniques and practices. 10 - 20% has been accomplished since 2002, but "identify" should be changed to "collect."
  2. Act as advocates "in all fora defending the scientific basis of restoration"
    - This led to a major discussion of the meaning of "advocacy."
    - ~ the primer was seen as a form of advocacy which should be "evangelized"
    - ~ advocacy was seen as a way to make SER-NW the arbiter of scientific questions
      - ~ present papers which contain goals and guidelines
        - ~ papers are a way to "build a body of knowledge"
        - ~ it is unfortunate that SER-NW did not participate in PSAT's Low ImpactDevelopment Guide. It is proposed that SER-NW take advantage of and seek future involvement.
          - ~ practice and policy are seen as being very separate
  3. Building Community Support for Restoration
    - ~ we need to build capacity internally, and advocate toward that goal
- past successes:
- + Restoration Radio
  - + Steve Link's newspaper column
  - + last year's Town Hall event
  - + education

4. Build Organizational Capacity

5. Position SER-NW as regional experts

6. Build a body of knowledge about best practices

~ SER-NW is more a networking organization and should not set itself up as expert

~ SER-NW supports regional experts and the body of knowledge by soliciting well known scientists, thus building organizational capacity

+ Restoration encyclopedia, reporting on restoration practices

+ river restoration book

+ D2D

~ D2D is being copied by UW at a much higher price

~ # 6 should really be a sub-set of # 1.

~ lets define restoration

~ it is agreed to change # 1 to read: "collect, share, and build a body of knowledge about restoration practices in the Pacific Northwest.

Summary:

#1 is redefined as noted above, with #6 incorporated

#2 is moved to become #4. It needs to be further defined and scoped

#3 is agreed to, and moves up to become #2

#4 is agreed to, and moves up to become #3

#5 change the term "expert" to "source" and incorporate in the old #2 (new #4)

#6 incorporate into #1

There followed a major discussion on how to accomplish goals 1 - 4 as outlined above

~ it is proposed to appoint a lead person who collects comments on each goal

~ it is proposed to create, via e.mail, a ranking of ideas

~ it is proposed to follow up and finalize these ideas at the next board meeting

~ it is suggested to lay the basic framework at this meeting and then assign tasks to a committee

**ACTION ITEM:** committees are formed to address the following:

#1 - Restoration technology: Peter (chair), Frank, Adrienne

#2 - Community support: Paul (chair), Bob

#3 - Organizational capacity: M-K (chair), Steve, Tom, Cara

#4 - Advocacy: Tim (chair), Marianne, Jake

~ these committees will recommend accomplishable, measurable objective in the next 3 years

Another major discussion on process, which resulted in a more detailed listing of goals and means to accomplish them.

#1. Collect, share, and build a body of knowledge about restoration techniques and

practices in the Cascadia bioregion

a. sponsor conferences. Keep the SER-NW conference biennial, but also partner in off years with other organizations. Alternate the conference venues between Seattle and Portland. Plan for smaller conferences, allowing smaller (200 - 300 people), friendlier (and lower cost) venues.

b. organize workshops and trainings. Continue to expand D2D, add streambank erosion and soils components. Do an annual run of D2D in venues other than Seattle.

c. take the newsletter from hard copy to an all-electronic quarterly format. Make it a PDF file to be e.mailed quarterly. It needs more content.

d. improve and maintain the web site. The web site has gone over to SER-I, so SER-NW can focus on content. A screening mechanism is needed to decide what projects to post.

~Include a link to project designer's site

~ add a student page

~ create a member list serve

~ create a one-way board-to-members list serve

~ focus the front page on projects, actions, and announcements rather than the mission statement

~ publish abstracts, but not whole papers

e. drop the former objective of sponsoring working groups

#2. - build organizational capacity

a. funding base

~ build and maintain the membership

~ grants

~ major donor campaign

~ training programs

~ marketing

b. board development

~ expand board skills

~ increase board training

~ do board evaluations

~ create or modify board job descriptions

c. maintain internal systems

~ staff

~ financial reserves

~ formalize contractual relationship with SER-I

~ assure that by-laws are consistent with how board is organized

~ standards/structures/systems

~ committee accountability

d. building relationships

~ build and maintain a good relationship with SER-I

~ maintain community relationships

~ identify additional potential partners

e. create and post reference library on web site, with links to partners and including such general topics as sustainable design, wildlife benefits, and how to reduce use of

pesticides

- #3 - build community support for restoration via information and engagement
- a. partnering with schools, radio stations, retailers, etc to co-sponsor events, readings, presentations, book signings
  - b. indigenous/tradition ecological knowledge
    - c. giving awards for papers or projects, and to professors, non-profits, volunteer groups, jurisdictions, and homeowners for restoration work
    - d. inventorying resources (such as potential project partners - REI, Boy Scouts, WNPS, etc)
    - e. producing op-eds on relevant and important topics
    - f. advocate for Open Space tax breaks and promote landscape codes for restoration
    - g. artists in restoration
    - [h. work with WSDOT to propose and encourage off-site larger restoration/mitigation.] The board objected to this proposal so it was deleted

- #4 - advocacy - to act as restoration advocates in 2 areas
- a. sound science in support of restoration practice
    - ~ set standards of sound science
      - peer review of documents
      - no opinion on the web site
      - refer to the Restoration Primer
      - solicit favorite peer reviewed papers, journals, and other documents for posting. Take advantage of conferences and workshops to solicit contributions to help build the library.
    - b. restoration policy based on sound science
      - set up a policy committee by 9-06, with 2 - 3 members selected by the board, who would bring up issues
      - produce white papers, written responses, testimony and submit them to the board for review and approval

At this point M K took over facilitation

- ~ a need is identified for accountability
- ~ Jake announces, to general consternation and dismay, that the annual meeting will be at the joint conference in Vancouver, on May 3, 2006, at 7:30 am. This meeting will include:
  - ~ by-law changes
  - ~ board elections
  - ~ awards
- ~ SER-NW is also responsible for a 1 day session and a 1 day workshop

One more time over the various goals. The numbers have been re-arranged on page 4. Goal #2 has dropped to #4.

- There is major discussion of the library/database proposal
- ~ it is proposed to include grey literature
  - ~ the question is posed: who will review what is included?

~ it is pointed out that citing, abstracting, and including in a database implies endorsement

~ it is noted that just the classification will be a huge job

~ it is suggested that people go back to the basic Primer

~ it is suggested that the library be considered a long term goal

~ it is suggested that a library oversight committee be appointed

~ there is some concern that so big a project will drain off energy

~ all parties agree that all the subsets of board development are equally important

~ think short and long term capacity. one builds on the other

~ it is necessary to stop the membership decay rate. Internal systems are needed to maintain membership

~ board training needs to be expanded

~ it is suggested to pass on seeking grants, ask directly through a major donor campaign, and concentrate on regaining our former members

~ it is suggested to raise the price of D2D by a small amount

**ACTION ITEM** - an ad hoc board development preparation committee is formed, composed of Adrienne, Cara, Tim, Jake, and Tom

Cara facilitated a discussion on board development

1. recruitment

2. 2006 nominations

3. policies on how to et on the board

~ elections are at the annual meeting, in May

~ in summer/fall the nominating committee evaluates the strengths and weaknesses of the sitting board

~ the board suggests nominees, which the committee evaluates

~ the plan is to interview 4 candidates per position

- it is proposed to formalized shared positions

- it is suggested to lengthen terms to reduce recruitment effort

- it is suggested to formalize having sitting board members recruit their

replacements

- we are reminded that we are trying to fill in particular skill gaps

major discussion continues on how to recruit competent people who have the SER ethic.

- it is suggested that we add more members to meet the need for those skill sets.

- it is suggested to create associate board members to meet the need for those

skill sets.

**ACTION ITEM** - the board reaches consensus on Cara's proposed board development agenda.

Cara hands out a list of board positions, noting which is up for election in May.

Peter, program vp - term ends this year, will not run again

Adrienne, publications - term ends this year, will remain on the board

Celeste, central coast north - term ends this year, will not run again  
South Coast - vacant

K Koski, Icelands - term ends this year, will not run again

Steve, at large -term ends this year, will remain on the board

ACTION ITEM - Steve has agreed to run for Central Coast North representative, leaving the at-large position open.

~ there is concern that conference organizing expertise be represented

~ Cara announces that she will not be moving up to the presidency next year, leaving that position unusually vacant, as well as the executive vice president position.

~ no one offered to take over either of those positions, or program VP

~ Cara has a list of potential candidates and invites additions. The committee will contact nominees and winnow down the initial list

Board Policies/Rules/Management - Bylaws

~ shared positions - to which there is opposition

~ term lengths

~ number of board positions

~ regional position names

~ associate board positions

~ sub-regional representative requirements

~ al-large fill-ins for missing sub-regional representatives

~ officer elections by the membership or by the board

~ standing committees

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Marianne Edain, Frosty Hollow Ecological Restoration