

SM

Great Lakes United



DEC 07 1993

DATE: December 2, 1993

MEMORANDUM

TO: Board of Directors

FROM: Terry L. *Yonker* Yonker

SUBJECT: Board of Directors Meeting Agenda and Strategic Plan
Board Interviews

Enclosed is a draft agenda for the Board of Directors meeting to be held in Windsor, Ontario, January 7-9, 1994. The meeting will be held at the Howard Johnson Plaza Hotel located at 430 Ouellette Street. Please refer to my November 16 memorandum for further information on travel and accommodations. Please be sure to let Michelle know by **December 13** if you will be attending.

Also enclosed is a form entitled **Great Lakes United Incumbent Interview**. This is the form that David Jeffery, our strategic planning consultant, will be using to interview Board members, either at the planned focus meetings or by telephone. One focus meeting has already been held in Windsor (November 13).

The second focus meeting will be held in Milwaukee, December 10-11 at the UAW Region 4--Subregional Office, 7435 South Howell Avenue (Highway 38), three miles south of the Milwaukee Airport (Mitchell Field). Board members will meet as a group 7-10pm on Friday evening. Member groups will meet Saturday morning from 9:30 to Noon. One-on-one interviews of Board members will be conducted by David starting at noon on Saturday.

The third focus meeting, planned for the Toronto-Hamilton area December 17-18, will be held at the Venture Inn in Burlington, Ontario. The Venture Inn is located on Lake Ontario at 2020 Lakeshore Road (Highway 2), 2-3 km east of the Queen Elizabeth Way (QEW). The same agenda applies.

Staff will be contacting each Board member located near a focus meeting to confirm your attendance and solicit your help in calling a few member groups to encourage their participation. If you have any questions, please give me a call.

boardmtg.123

an international coalition to conserve and protect the Great Lakes/St. Lawrence River ecosystem

State University College at Buffalo, Casseley Hall, 1300 Elmwood Ave., Buffalo, New York, 14222 716-886-0142 (fax: 886-0303) 76 University West, P.O. Box 548, Station A, Windsor, Ontario, N9A 6M6, 519-255-7141 (fax: 255-7361)

printed using soy inks on Cross Pointe Halopaque Vellum—unbleached, acid-free, 100% percent recycled with 15% post-consumer content

**GREAT LAKES UNITED
BOARD OF DIRECTOR'S MEETING
JANUARY 7-9, 1994
WINDSOR, ONTARIO**

AGENDA

FRIDAY EVENING-JANUARY 7

- 7:30 IJC Biennial Meeting Overview
- o Staff Internal Debriefing Report
 - o Press Conference
 - o Zero Discharge Rally
 - o The Debate is Over Report Presentation
 - o 1995 Biennial Meeting in Buffalo?
- 8:30 NAFTA
- o Congressional Postmortem
 - o Future Canadian Efforts Advocacy
 - o Actions to Protect the Great Lakes
- 9:00 Annual General Meeting
- o Location/Site Recommendations
 - o Theme Recommendations
 - o Tentative Budget/Fee Recommendations
 - o Planning Calendar/Needed Actions

SATURDAY-JANUARY 8

- 8:30 Strategic Planning
- o Report on Focus Meetings
 - o Workplan for Development of Strategic Plan by AGM
- 12:00 Lunch (Catered Lunch)
- 1:00 Business Meeting
- o September Meeting Minutes
 - o Announcements/Agenda Review
 - o President's Report
 - o Treasurers' Reports
 - o Executive Director's Report
- 2:00 Collective Bargaining Agreement
- 4:00 Issues Update
- o Clean Water Act
 - o Ecosystem Charter Presentation

SUNDAY-JANUARY 9

- 8:30 FY 1994 Budgets
- o Grant Status
 - o Fundraising Update
 - o Departmental Accounting System
 - o Final Approval
- 10:30 Nominating Committee Report
- 11:00 Personnel (Executive Session)

Note: Additions to the Agenda should be submitted to the GLU office by January 5th.



DATE: December 2, 1993

MEMORANDUM

TO: Board of Directors

FROM: Terry L. Yonker

SUBJECT: November Staff Report

The following are undedited reports from each staff member covering activities for the month of November.

Terry Yonker

November was largely devoted to NAFTA, but other significant, lesser profile activities did occur. On the 1st I attended a Coast Alliance meeting in Chicago on sediments and the Clean Water Act (CWA). I also participated in a US conference call on the CWA sponsored by NWF. I began meeting with individual staff members to develop work plans. This process is still ongoing. Two staff meetings were held during the month on the 8th and 23rd. Other focus meetings were held on the newsletter, the Bulletin of Pollution Prevention, and NAFTA. GLU NAFTA press conferences were organized and held throughout the basin on the 10th. Several mailings, including our report on NAFTA were made to organizational members and members of Congress. On the 15th I met with a delegation of local officials from the People's Republic of China to discuss grass roots environmental efforts in the Great Lakes. I traveled to Washington on the 16th to attend the Great Lakes Summit conducted by the NE-MW Congressional Coalition and to "educate" several Congressional members on the shortcomings of NAFTA. I spent considerable time preparing progress reports and status reports for the AdHoc Personnel Committee and for the Executive Committee conference call on the 18th. On the 19th I met with the Gund Foundation in Cleveland about our proposal and the Lake Erie Alliance. I then traveled to Windsor for the one of the strategic planning focus meetings on the 20th. On the 21st I met with the Collective Bargaining Committee in Toronto. After a Strategic Planning Committee conference call and a meeting with an intern on the 22nd, I met with staff and Dottie on the 23rd.

Memo Oshei

Our last phonathon was Nov. 4 and was rather disappointing. The final total from all phonathons was: total pledged \$1500 & total receipts to date \$770.

Beginning of November I sent out packets to board for major donor and organizational members. Follow up calls to board began November 16.

EFNY calls continue to 4 targeted companies.

Major donor letters went out to 2 of my targets - 1 in Buffalo and 1 in Toronto. I am hoping that the board will be willing to help with major donor project.

Calls are ongoing to 47 past due organizational members to see if they intend to rejoin or not. GLU has been sending newsletter to many past due members. We are assembling a list to delete.

Currently working on a list of roughly 900 environmental and related organizations to approach for membership and an appropriate letter to send.

Currently am working on an appeal letter to send to non-members who live in the basin. This is a kind of medium donor appeal seeking \$100 - \$500 as suggested gifts. Speaking of gifts, December is the worst time to raise \$\$\$ and especially for Great Lakes people. Spring/summer or even fall would be great for a GLU appeal.

Wrote 2 brief articles for newsletter.

Worked with Camilla on a number of things and discussed board fundraising committee which is desperately needed.

Dick Kubiak's appeal letter will go out Dec. 3.

Assembled text for 1995 calendar.

Contacted development directors at local non profits (Albright Knox Art Gallery, Buffalo Seminary High School, Hallwalls Art Gallery, WBFO National Public Radio) for ideas and tips to help GLU.

Michelle Downey

My monthly staff report is basically the same old office routine stuff with some additional things.

- * answering phones- routine
- * opening & routing mail - routine
- * typed newsletter articles for Reg
- * mailed out Canadian newsletter from Buffalo office
- * worked on several mailings
- * November was a big month for many NAFTA mailings
- * also mailed out Citizens for Zero Discharge reports
- * arranged strategic planning conference call

- * arranged executive committee conference call
- * had to write my self evaluation for Terry
- * took notes at staff meetings

There are probably many more things that I did but just cannot recall them at the moment. Sorry.

Sean Enright

This has been a busy month for me.

The first half of the month we were very busy with the final work on the NAFTA vote. With respect to that it was my responsibility to organize and participate in a news conference here in Buffalo to release our NAFTA and the Great Lakes Report. I also spent time helping to coordinate media events or strategies in Toronto, Erie, Washington, Chicago, Green Bay and Windsor. There was general success all around with the media work despite our defeat in Congress. Also on NAFTA, I worked with Reg and an intern to call each of our Union members and send, to those that wanted them, extra copies of our overly informative newsletter. I also organized phone banking to all of our organizational members and personally called a portion of the list, the week before the vote and dealt with other requests for information and media calls that came in.

Also this month I had two speaking engagements at local clubs on Great Lakes issues, which has yielded new members as well as an honorarium for GLU, I worked with Memo on fundraising, and there were a variety of mailings that went out which I assisted with in some capacity. I also spent a portion of my time setting up the internship program for next semester.

This month I also began work on the Clean Water Act, starting with a lobbying meeting at Senator Moynahan's office to ask the Senator to take the lead on this bill in Committee. I am working with the Environmental Planning Lobby and the NWF on media strategy for New York State with respect to the CWA and have had some discussion with Terry about GLUs Basin-wide media strategy.

Somewhere during the month we also moved offices and reorganized office space.

Tony Luppino

Throughout the month, I spent some time on administrative and planning activities including: staff meetings, workplan discussion with Terry, and my self-evaluation. During the first three weeks of November, I spent most of my time on NAFTA work including: writing & editing four NAFTA fact sheets; speaking at the NAFTA news conference in Buffalo; and phoning GLU member organizations to generate phone calls to Members of Congress.

On Friday, November 19th, I worked on the development of a proposal for a project to assess pollution prevention in RAPs.

During the weekend of November 20-21, I represented GLU at the 5th Annual NYS Labor & Environment Conference.

During the last week of the month, I proof read our "Guide to Pollution Prevention in RAPs", and began to turn my attention to the development of grant proposals/letters of inquiry to be submitted to foundations in order to secure funding for the Labour/Environment Task Force.

Mary Ginnebaugh

Outside the Office

- (1) November 8th - Traveled to Buffalo for a staff meeting
- (2) November 11th - Met with members of the Downriver Citizens for a Safe Environment about the Atochem NPDES permit to discuss new information submitted.
- (3) November 18-19th - Traveled to University of Waterloo and participated on a panel discussion on building a network for Lake Erie. The workshop title was Lake Erie Biodiversity, sponsored by the Heritage Center at the University of Waterloo.

Inside the Office

- (1) November 1st-- Met with Pat Murray and Rick Coronado to further discuss developments on the Citizens Forum on Lake Erie to be held in June.
- (1) November 2-5th - Wrote letters; mailed information requests; began biennial report; re-organized my office.
- (2) November 9th - Drove from Buffalo to Windsor; Wrote an article for the Lake Erie Watershed chapter newsletter of the Sierra Club.
- (3) November 11th - Held a news release at the GLU office on the NAFTA report.
- (4) November 10-12th - Worked on the Strategic Planning Meeting for Windsor. Identified 60 organizational members in the area and called each one to invite them to the meeting. Did some follow-up calls on the 15th and 16th.
- (5) November 17th - Wrote a short draft proposal for pollution prevention in RAPs that could be submitted to receive money in a NY settlement case.
- (6) November 22nd - Worked on Lake Erie Alliance agenda for the steering committee and prepared and mailed 84 notices for the December 10th meeting.
- (7) November 29th - Met with U of Windsor Law student to discuss issues in the G.L.
- (8) November 29-30th - Worked on the biennial report, getting figures together, bills, etc.

Holiday: Thursday, November 25 and 26th

Reg Gilbert

Produced the Lourie/Muldoon NAFTA report (made style uniform, designed cover) and had it printed, then reprinted; edited and produced four Tony-written NAFTA fact sheets for Laidlaw grant; edited NAFTA letter to Congress; helped with NAFTA press conference mailing; supervision of our effort to call union members to see if they wanted extra copies of our NAFTA-filled newsletter. Distributed 2,300 copies in two dozen packages.

Substantial and hopefully final help on producing labels in Paradox for Windows; spent total of a dozen hours teaching Michelle, interns and Memo various other Windows stuff

Designed, produced and sent to printer new business cards for staff; designed new 1/2-page fax cover sheet

In-depth preparation for our biennial effort and 5 hours spent discussing it in a special, focused staff meeting

Finishing the Citizen's Guide to Pollution Prevention in AOCs, 8x11 booklet of 48 pages plus cover, funded by the Great Lakes Protection Fund, companion to 128 booklet we produced last year (Guide to P.P. in Your Community), originally scheduled for late last year but regularly put off. Printer date of mid-month rescheduled to mid-December to let a volunteer update the RAP contact list -- amazingly, there seems to be no regularly updated central depository of this information.

Attended the New York Labor and Environment Conference, medium usefulness, good for contacts and our upcoming strategizing on GLU's union plans, relationships; the sessions I attended for with one exception very weak

Continuing consultation/editing role in the Auto Project, about 3 hours a week.

Received all but one of the articles for the mid-December newsletter within a week of deadline -- vast improvement and thanks to all. The one real latenik knows who he is. Design and editing in process.

Regular Econet monitoring -- about an hour and a half a week.

More work on our volunteer/intern program; Michelle's been out a lot; it's been a bad month for answering phones, info requests, various distracting fill-in, shared duties -- revamped volunteer/intern program next year will fix this.

GLU EXECUTIVE COMMITTEE
PHONE CONFERENCE MINUTES
NOVEMBER 19, 1993

Terry started the meeting by telling us that the U.S. Coast Guard Cutter was approved for decommissioning!

I. Collective Bargaining:

Sarah discussed the collective bargaining process. The committee has begun to review the language proposed by the staff. Sarah felt that there would have to be some language changes to simplify the agreement, and make it stand on its own over the long term. The committee is half way through the document but will meet with staff any way to get a jump on the changes. They will be scheduling a meeting some time in the next two weeks. The executive committee will meet on November 21 in Toronto to go over the proposed changes.

II. Fundraising:

Terry is looking into an effort to target subscribers of resource magazines. It costs \$65/1000 names. He will do a trial run to specific zip codes and assess the success. The phone campaign has brought in \$1,500 in pledges but only \$600 in actual cash. Memo's contract expires on December 25, 1993 but grant applications have been sent out to continue her position.

III. Budgets:

U.S. - Fred pointed out that the expenses far exceed revenues. He is waiting for information from Doty to clarify exactly what the situation is for 1993. It appears that there is a \$22,000 deficit in general funds for 1993.

Canada - Jean said that Canada's budget is spending about \$10,000 more than it has in available. However, Terry pointed out that GLU is expecting a \$10,000 grant to come in from ASLF some time before the end of the year to cover these expenses. There are also a couple of small grants still coming in relating to the biennial. But Canada will be going into 1994 with no revenue, as of now.

IV. Grant Status:

New grants have gone out including a \$25,000 proposal to support the development position. It is proposed as a three year grant with declining amounts each year. The Gund proposal to continue the P2 newsletter has been mailed, and there will be discussed at a November 19 meeting between the Lake Erie Alliance, Gund and GLU to discuss the renewal of the Alliance grant. On December 10 Terry has a meeting to discuss the planning grant to develop the mini-grant program set up by Laidlaw. The would be primarily coordinated out of the Windsor office.

Tony is putting together a few letters of intent on labor environment. 40% of his time this month until the end of the year will be spent on securing those funds.

Sarah expressed concern that these grants fit into the Task Force goals. She also mentioned a possible project to do a RAP on Native Reserve lands. Paul Muldoon suggested a project to look at how TRI and NRI can fit together so they can be used consistently. Sierra Club has asked GLU to take part in a "Clean Steel" project.

Existing grants reports are all caught up except for three reports due in December. The board will be receiving copies of the pesticide report soon. The planning grant application was not made to Great Lakes Protection Fund because Terry is concentrating on the ASLF money. Also, he wants to propose a project the would be a planning grant to set up a specimen bank. This would be a collaborative grant with Michigan Audubon. GLU would participate by helping set up corporation, and get funding to establish endowment, etc. Alton Jones & Public welfare will be approached again for funding in 1994. Sarah suggested we put together and plan for Canada's funding in terms of NAFTA in relation to export Great Lakes export.

V. Replacement of Karen's position:

Terry felt it was important to fill this position with an administrative slant. This would include developing the strategic plan, grant oversight, supervisory responsibilities, negotiating on the collective bargaining committee, financial management, and routine staff flow. Sara expressed concern over the need to develop our field staff and research capabilities instead of administrative. John and Kathy agreed and went on to say that GLU needs an active program person on board. This issue will be discussed at the January board meeting with the full board.

VI. Strategic planning:

Travel expenses will be paid for some people (minimal). The meetings are going ahead as planned.

VII. The January board meeting will be held on Jan. 7-9. Any agenda items should be called in to Dick prior to the meeting.

VIII. Monthly staff reports will be going out to all board members in their meeting packets.

IX. Personnel Committee:

Closed session

Participants:

Dick Kubark

Fred Brown

John Jackson

Terry Yonkers

Jeanne Jabanaski

Kathy Berz

Sarah Miller


? everyone

Great Lakes United Incumbent Interview

INTERVIEWEE: _____

[JOB TITLE]

* about their own role



INTERVIEWED BY:

Section I: Role Clarification

1. What is this role's purpose? Why does it exist? What value does it provide to the organization?

2. What are the values and/or the belief system that underlie GLU, why GLU exists and what GLU does?

3. What major function(s) does your role perform? What is the nature of work?

4. What authorities, responsibilities and limits are required by this role to ensure full accountability?

5. Are there criteria or is there a process for determining a Director's effectiveness in the role? If not, should there be?

Section II: Role Complexity

6. Establish the Targeted Completion Time for the longest "task" for the Board. [Use various direct probes, "bracketing", role reversals, etc. to establish Time Span.] Also determine how representative this is of the role, i.e. % of time involved.

Section III: Board Issues

7. What in your view is the role of the Board of Directors in Great Lake United?

8. How are decisions made on the Board? In your view, what process should be used to make decisions?

9. What is your experience, as a Director, of the current methods of communicating information? Could this be improved?

10. In your view, are there control or power issues among the Directors that need to be resolved?

11. What is the relationship between Directors and the Executive Director? What do you believe it should be?

12. In your view what is the current role of the Executive Committee? Is there a need for one? What could the Executive Committee be?

13. What, in your view, is the impact of the Organization Structure Review and Strategic Planning that is currently in progress? What issues might it solve? What issues does it create?

14. Are there any other issues, concerns, ideas, etc. you believe ought to be included in this organization clarification and design process? Anything we haven't talked about but should?