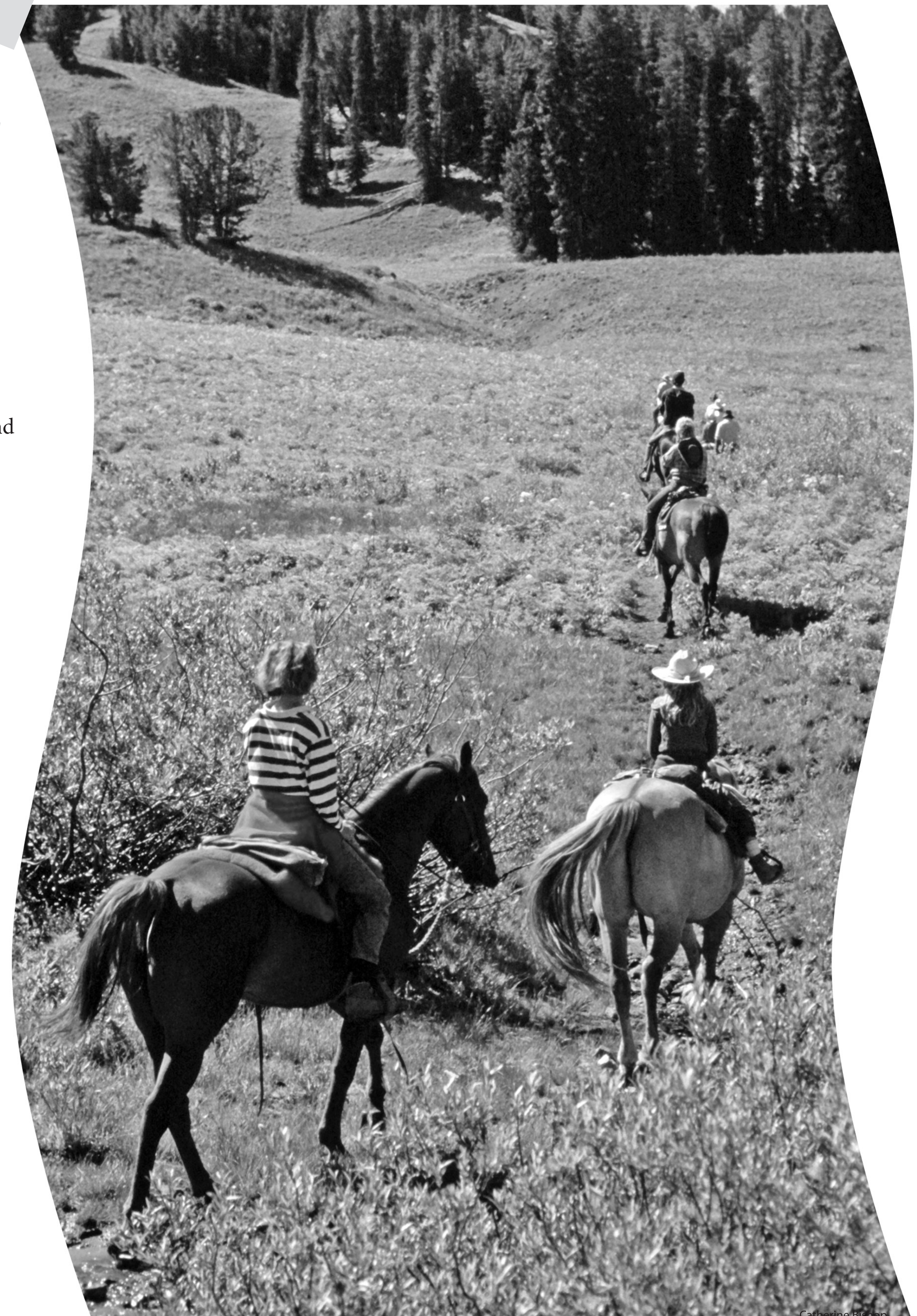
FIRST EDITION

GETTING ORGANIZED

Creating an Equestrian Trails Organization

Mary A. Hanson and Kandee Haertel



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Once again I am indebted to Mary Elizabeth Lomax for her expertise in grammar and personal encouragement. She patiently worked with us through multiple drafts to improve readability.

Finally, thank you to all the groups I have had the privilege to work with through the years. They have shown me that not everything works with everyone, but something works eventually.

-- Mary A. Hanson

A special thank you to those who knew they were the ones who were going to have to take action to keep horseback riding in their local areas and did so. Their questions gave rise to the need for this manual so that the process of “getting organized” could become simpler for everyone.

-- Kandee Haertel

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Chapter 1 INTRODUCTION

⇨ The Challenge

The majority of people like horses. They see horses as beautiful and magnificent creatures. These beliefs have been developed through the stories created by movies such as *The Black Stallion* and the wonderful illustrations created by artists and photographers that grace calendars and posters. The spectator at a Thoroughbred horse race is usually not there only for the sport but also for the experience. The grace and beauty of the horse is not lost on even the most casual onlooker.

Today's society, however, is far removed from the rural setting in which many horse activities took place. In 1900, ninety percent of people lived in rural communities and ten percent lived in cities. In 2000, just the opposite is true: ninety percent of people live in cities and only ten percent live in rural communities.

The reality of what goes into caring for and enjoying horses is not part of the general population's understanding. This leads to the controversy many communities experience when it comes to mud, manure, hoof prints, and shared recreational areas.

Landowners and land managers perceive liability as a major problem when considering horseback riders' access to their land. This often results in fewer areas available for equestrian use. With the continued sprawl of urban development, loss of land for trail use and horse keeping will be a continuing challenge.

Horse owners, pre-occupied by the pleasures and demands of their horses, are often taken by surprise by the loss of their favorite riding areas. Often they feel powerless to stop the loss. They are most certainly not powerless, they simply need to know how and when to take action.

With the continued sprawl of urban development, loss of land for trail use and horse keeping will be a continuing dilemma.

⇨ Power in Numbers

Too often, the equestrian community is caught unaware that they have lost access to trails. It only takes one vocal individual attending a planning meeting for trails and open spaces to voice opposition of horse trails thus eliminating horseback riders from the "trail plan." Involvement of horse trail enthusiasts during the planning phases can help assure that horses are not excluded.

People involved with horses have the reputation of being independent spirits. As wonderful as that attitude is, the commitment of a cohesive, active group working together to preserve equestrian trails and riding areas can be the key to success. Horse trail supporters can share tasks, pool resources, communicate their issues inside and outside of the group, and be viewed as an effective organization to be reckoned with. A long-term benefit of organizing into a formal group is continuing support for horse trails and open spaces into the future.

⇨ **Advocacy vs. Existing Organization**

People have horses for show, sport, or personal pleasure. Each equestrian discipline can benefit from open spaces and trails, but each has their own requirements for arenas, equipment, training, competitions, etc.

Is there a need for an organization to fight for horse trails? Before re-inventing the proverbial wheel by creating yet another organization, it is important to look at existing equestrian groups to determine if any are already working on, or may be willing to take on, the issues of trail access and trail closings. This support could be a special project the group undertakes to assure continued access to a specific property the group already uses.

Understanding these groups' primary focus, realizing they may not have the time, knowledge, or inclination to take on wider-reaching projects involving trail closures and land issues, an **advocacy organization** may be necessary.

An advocacy organization does not put on shows or trail rides as part of its primary mission, but instead it supports other groups in preserving trails and riding areas for all equestrian users. This is not to say the group cannot enjoy a ride down a trail as a group activity, but social activities are not the main purpose of the organization.

An advocacy organization acts on behalf of its equestrian constituency by creating awareness of the issues and providing problem solving and educational support. It can be a permanent, responsible contact for communicating with landowners, land managers, government agencies, horseback riders, and other clubs.

This publication***, Getting Organized***, offers straightforward, practical methods to create an equestrian organization to advocate for trails. It will cover how to bring people together, how to develop a working organization, how to write plans and bylaws, and how to hold the first public meeting.

One publication cannot provide every idea and detail for organizing a group. The goal here is to provide the basic steps for equestrian trail supporters to organize, but any group interested in creating or preserving trails and open spaces can also use this information. There are many other excellent sources for other issues and which provide more detail. The appendixes provide numerous resources for further information.

The future ability of people to enjoy and keep horses in open spaces will hinge largely on the efforts of today's equestrian users. What is the alternative?
Loss of trails for equestrians.

Now is the time to get organized!

Chapter 2 HOW TO BEGIN

⇨ The Vision

Many good organizations have begun on the trail or in the tack room as friends talk about what needs to be done. These discussions among friends and fellow riders reveal that they are definitely not alone in believing something should be done to prevent trail loss. Initial conversations and ideas should be **recorded in writing** for future planning, thus becoming part of the group's vision of what could be.

⇨ Stakeholders

While the idea is taking shape to become *something*, the next step is to identify people within the local community who are also involved with horses and/or trail use. In organizing a group, these people are known as **stakeholders**. Stakeholders are individuals, groups, or agencies that will feel the impact of, benefit from, or otherwise have an interest in the issues being addressed. Additionally, others may be interested in seeing land preserved as open space and would also be willing to work within this group.

Some stakeholders will not want to be involved in the "details" of setting up an organization, even if they champion its purposes and goals. They may be willing to attend a specific event or workday. Communicating through newsletters, personal contacts, or e-mails on the group's activities can keep all interested parties informed.

Now is the time to be bold. People should be informed on trail loss issues and how it impacts them personally. Contacts should not be limited to only horseback riders. People who drive horses, enjoy seeing the presence of horses, or even people who want to see open spaces preserved may be willing to become involved.

Consideration of other trail and open space users can broaden support for expanding recreational opportunities for everyone. Trail users have more in common than not. This mutual enjoyment of trails can lead to establishment of a stronger and more effective organization.

Potential Stakeholder List

- *Individual horse riders or drivers*
- *Horse breed and discipline organizations*
- *Horse clubs*
- *Horse related businesses*
- *Pony Clubs*
- *Extension Service/4-H clubs*
- *Other trail users (bikes, walkers, etc)*
- *City, state, regional park officials*
- *Commerce clubs*
- *Natural resource districts*
- *Greenspace preservation organizations*

⇨ Core or Steering Committee

From these stakeholder contacts, a **core** or **steering committee** comprised of six to ten individuals can be created to plan the formation of the organization and to hold the initial meetings.

These first meetings, because they are small, can be held at someone's home or in a local barn. Even a restaurant can accommodate a group of this size, if mealtime is the easiest time to get together. Whatever works for the group to continue to meet and to move forward should be done. Agendas and action plans should be used and recorded at each meeting and used as tools to keep the group focused and moving forward.

There must be a commitment to regular, frequent work sessions to maintain momentum. This commitment requires staying focused and active in the face of negligible results, or even setbacks. It is necessary for the group to remain focused as these situations are evaluated.

New people bring fresh ideas and renewed energy. However, sometimes new people can cause seemingly negative reactions, but their participation is valuable. If group members keep the ultimate goal in mind, differences will dissipate, and the group will move forward once again with a stronger consensus of ideas.

If the group cannot physically meet on a regular basis due to scheduling or distance problems, conference calls and e-mail can assist in keeping everyone informed and on task.

Members of the core group should visit local horse clubs, tack shops, equestrian businesses, and major barns, both boarding and private, to seek support from their principals and broaden the stakeholder base. As these visits are made, a list should be compiled of who was contacted and their response to supporting a new equestrian trails organization. Some may not want to participate at this time but may be willing to provide support once the group is established.

Some of these discussions with horse owners and other stakeholders may suggest that another organization is not necessary. These people should be asked why they feel that way and what they feel needs to happen to deal with land losses for trail use. It is important not to become confrontational because this information works both ways. They may be correct, and the core group will find that by partnering and working actively with an existing group, the core group can accomplish its goals. If this turns out to be true, much effort can be saved by not forming another organization. However, if that is not the case, their comments should be recorded for future reference and consideration.

"Honest disagreement is often a good sign of progress."

- Gandhi

⇨ Information Gathering

A list of horse users and stakeholders in the area, which can also be called a **database**, should be compiled from the beginning. The initial list will likely begin with each core group member's address book and the telephone yellow pages. Local barns, tack shops and horse clubs may be willing to provide copies of their membership records or mailing lists. A computer is of tremendous benefit at this point, but a simple, handwritten index card file can be used. Appendix A provides a list of information that can be collected.

The information from the database will be used for mailing labels, e-mail lists, phone banks, and membership rosters. As much information as possible should be gathered during the initial collection, including complete names, addresses, telephone numbers and e-mails. Additional information about talents (writing, public speaking, grant writing, etc) that can assist the group, riding styles, numbers of horses, which trails they use, and level of interest in the new organization is also helpful information to collect at this time. Many computers now come loaded with database programs that can be used for these tasks.

Chapter 3 THE WORK BEGINS

⇨ Organizational Meetings

Once the core group has been established, the next step is to create an organization. The initial meetings are called **organizational meetings**. The goal is to invite people who have expressed interest in saving or creating trails to work together in the formation of the organization. These meetings will lead to the public meeting where introductions and information will be presented as opposed to the prior, smaller organizational sessions and the working meetings that the formal organization will have in the future.

The core group schedules a convenient time and location for the majority of interested people. Consult community calendars, school events, and other equestrian clubs to find a date that is relatively open. Not everyone will be able to attend every meeting, but making every effort to make meetings timely and convenient will encourage attendance.

During the first meetings of the core group, topics for discussion can include:

- Purpose (the situation prompting the need for action)
- Areas of concentration (physical location and/or type of activities)
- Possible solutions
- Resources available and still needed
- Evaluation and adjustment of actions

During the early meetings, treating all ideas and proposals as possibilities helps to establish an atmosphere for consensus. Consensus is where each person agrees to an idea rather than just accepting the idea but still feels that his or her opinion was compromised or ignored. Consensus fosters an attitude of respect and inclusiveness.

People will need time to consider different topics before decisions are made. Be prepared for discussion during which many ideas are suggested, accepted, set aside, or eliminated. This is the way consensus is reached.

Each meeting should have a written agenda with suggested time limits for discussion to keep the meeting on track. Two hours for a meeting is long enough for most people.

Discussion should be open to all members and “dissenting opinions” carefully considered. Let consensus rather than majority rule be the guiding principle.

⇨ The Purpose of the Group

The proposed organization’s purpose will be unique to meet the needs of that group. Specifically identifying what the problem or situation is that brought the group together will lead to the purpose. It is vital to have the purpose identified before the first public meeting, but it is important to be ready to re-examine the purpose and related issues as time goes by. As more information comes to light or actions are taken, the purpose can change.

⇨ Areas of Concentration

The group needs to identify the physical boundaries of the area for which they will advocate. This can be anything from a single tract of land to a specific issue related to trail use.

Identification of what advocacy activities the group will be involved with is the priority here, e.g., educational activities on land preservation, political activity, land acquisition, trail maintenance, promotions for increasing trail support and use, etc.

- **Possible Solutions**

Each person will have his or her own solution to the situation. Encouraging every idea from the beginning will introduce concepts not yet considered. By using techniques such as brainstorming, sorting techniques, voting, and other planning tools, eventually the group will refine the ideas into possible solutions.

- **Resources Available and Still Needed**

As other people become aware of the organization, they may offer not only their time but also their special talents such as data input, photography, printing, writing, and editing. Other organizations such as environmental groups, service organizations, youth groups, etc, may also be able to assist. The options are as varied as the people. For example, individuals with financial knowledge and fund raising abilities become critical as the organization implements its plans.

Besides the talents and abilities of volunteers, other assistance is available. A rule of thumb is that "if you don't ask, it won't be donated." Initial expenses such as printing, mailing and supplies need to be funded. Money will be needed for postage at the very minimum. Sometimes necessary items may be donated by local businesses that have an interest in the group's issue.

Trail Riders of DuPage (Illinois) were able to send a mass mailing launching the organization to over 1,000 horse owners in the county-specific area, its focused advocacy area. It asked the local equestrian magazine to pay for the printing and postage. In addition to covering these major expenses, the magazine endorsed the organization in a cover letter.

The group will need to collect information regarding the land in question. Who owns or manages the property? What type of permission is needed to enter the property? How is the land currently used? A physical inventory, mapping, and assessment of the site should be completed including the natural features of vegetation and wildlife, topography, water, structures, historical and current use, and recreational features. How is this land currently being used as it relates to the group's interests? In advocating for horse use of the area, this knowledge will allow the group to answer questions regarding impact on the land with authority. Some of this information may already be available from other sources, but it is necessary for the organization's members to understand it and to review it from a horse person's perspective.

Other resources can include outside sources such as local, state, regional, or national organizations, agencies, and universities. They can provide support in the form of experience, planning support, mapping, funding source identification, and political knowledge. A list of resources providing assistance should be kept for future use.

The process of collecting resource information can help to determine goals, make decisions, develop awareness and build support. A partial list of resources to assist with this is provided in Appendix G.

As the group begins to determine what actions to take, a list of specific, required resources will be developed. This is where the known resources will be 'plugged in' to a wish list of still to be obtained resources. For example, one person may have grant writing experience. That person's expertise could be used to look for possible funding sources. Members willing to work on a construction project may need an engineer or builder who understands the requirements of horse bridges.

⇨ **Evaluate and Adjust Actions**

As time passes, there will be a need to step back and evaluate whether the group's actions are improving the situation. Once projects are under way, they should be reviewed to determine what did or did not work. These evaluations provide better efficiency for future projects.

"Do what you can with what you have, where you are."

- Theodore Roosevelt

Chapter 4
PREPARING FOR ACTION

During the first meetings, the core group must develop a **Mission Statement**. It can also be called the Vision Statement. This is the touchstone of the purpose of the organization and the basis of the goals and objectives. Developing these important pieces of the organization also provides focus and guidelines to the developing organization. Care and consideration should be put into drafting these statements as they are the very core of the organization.

⇨ **The Mission Statement:**

When the following questions can be answered, the mission statement begins to evolve.

- ❑ Why is the organization necessary?
- ❑ What exactly is the purpose of the organization?
- ❑ How is the organization going to do what it states it will do?

The mission statement will be a part of the organization forever. Does it allow room for the organization to grow or change? If not, once the mission is accomplished, the organization will have no purpose and should cease to exist. This may be exactly what is desired, but most organizations are intended to continue into the future. This is a point to discuss when creating the organization.

Mission Statement should be rather short and direct, two to three sentences are adequate. The statement does not give specifics, but rather presents the desires and vision of the organization.

Mission Statement Example:

Mission Statement of the Happy Horse Trails Club

The Happy Horse Trails Club shall encourage public interest and support for the preservation, development, and enhancement of equestrian trails and greenspaces across the County of Equestria for present and future generations to enjoy.

To fulfill our vision, we shall develop local, regional and statewide cooperation and participation through the creation of educational and partnership opportunities to preserve equestrian activities in the natural environment.

⇨ **Goals and Objectives:**

Goals state what is to be accomplished in non-measurable ways to attain the vision of the mission statement. There can be any number of goals, but they should be realistic and achievable. This is the WHAT part of the plan the organization will follow.

Objectives are specific, measurable actions that must be taken to accomplish a goal. This is the HOW part of the plan.

Example of a Goal:

To preserve the quality of riding at Smith Creek.

Example of an Objective:

To raise $2600 for a horse crossing across Smith Creek that prevents erosion.

The process of setting goals can start with "generating a list of ideas, which may include needs, concerns, desires, problems, issues, and even solutions"[1]. Putting everything "on the table," or brainstorming, can lead to new and innovative ideas. Group ideas under common topics. Review how realistic and relevant each idea is and whether it can be accomplished. Eventually, different ideas will become goals. A goal must be a positive statement which points towards a solution of the problem, thus achieving the mission statement.

Some of the brainstorming ideas are specific actions that will fall under a goal as an objective. Not every goal has a long list of objectives; some tasks are larger than others. Likewise, it may not take many actions to obtain the goal. Unlike mission statements and goals, objectives can be fluid and change if a simpler manner of reaching a goal is found. For example, it may happen that a future member of the organization may have a new idea or resources to accomplish a goal.

Each person involved in this process has different life experiences. Not everyone will agree with each idea. It is better to work towards a consensus where everyone can agree to some elements of a goal and its objectives rather than create situations in which members feel they cannot fully commit to the goal. If an agreement cannot be immediately reached, further discussion and research can prevent a misunderstanding at a later date.

Another purpose of the mission statement, goals and objectives is that they can be used for fundraising. Completing a plan for the organization will provide a major portion of the information required for many grants. It saves the grant writer time as well as presenting a well thought-out, unified plan to the grant funding organization.

[1]Riverwork Book. 1988. Mid-Atlantic Regional Office, Division of Park and Resource Planning, National Park Service. U.S. Department of the Interior.

At some time, the organization may want to become a recognized charitable organization so donations can be tax deductible. This is commonly referred to as receiving a 501(c)3 (non-profit) status. The mission statement will be a key element in obtaining this tax status. The organization needs to make sure the mission statement fits the requirements of the Internal Revenue Service for non-profit organizations to be tax-exempt. The categories allowed non-profit status include scientific, educational, and charitable purposes. For additional information on receiving 501(c)(3) status, refer to the Federal Internal Revenue Department's website http://www.irs.ustreas.gov/plain/bus_info/eo/.

⇨ **Action Plans to Implement Objectives**

Once the group knows what the goals and objectives are for the organization, the goals and objectives should be prioritized to determine which elements will have the greatest impact or which actions need to be taken first. Some can be implemented concurrently, some will have to wait until other actions are taken. An **action plan** looks similar to a flow chart and is a list of actions that are taken within a specific time frame.

People's attitudes towards the issue can also affect which goals are implemented first. This is another area that is unique to each organization. The objective should be broken into specific activities that can be accomplished by individuals or committees within the structure of the organization. The action plan creates a framework for individuals to take responsibility for specific tasks and allows others working on different aspects of the project to know when to expect particular jobs to be finished. The initial actions must be appropriate, but they also must provide a sense of accomplishment with the initial tasks.

⇨ **Evaluating and Plans for the Future.**

Organizations and plans are not static entities. Situations and issues can change dramatically and quickly. Be prepared for changes. Take time to review and evaluate the current status of each of the organization's actions. Determine which goals and objectives are being met and if any adjustments or changes are needed. On-going evaluation is an important part of building a strong and vital organization.

It is important for the organization to recognize and celebrate when goals and objectives are met. These benchmarks provide an opportunity to recognize volunteers and donors, thus revitalizing the group. Receiving grant money, beginning construction of a new trail, placement of signs, and similar events can be reasons for celebrations before the project is finished.

There are a wide range of books, people and organizations available from a variety of sources to assist with every aspect of organizing. See Appendix G for further and more comprehensive information.

⇨ **By-laws**

To carry out the mission, goals, and objectives of the group, it is best to have **By-laws**. They will provide a framework for the organization's basic operations. They specify the purpose of the group, particulars concerning the election of officers and/or directors and their duties and responsibilities, the way meetings are to be run, as well as containing whatever legal language is required by the state of incorporation.

Not every group will need a formal set of by-laws. However, they are recommended if the group will be larger than ten people or be responsible for money, grants, events, or property (land or equipment). By-laws provide a working structure for the group to keep ideas and actions on track.

If the groups desires to become incorporated, by-laws are part of the requirements. Becoming a legal entity under state and federal law gives a formal structure to incur debt and to limit the liability of the participants.

It is not necessary initially to hire an attorney to develop the by-laws or to have the group completely craft a new set of by-laws. Copies of by-laws of similar organizations can be obtained to use as examples. **It is, however, necessary to have the new group's by-laws reviewed by an attorney for accuracy and completeness before they are enacted.** See Appendix B for guidelines for drafting by-laws.

Some states require organizations to register with the state. This is normally a simple action and a form that can be accomplished by a member of the core group after an attorney has reviewed the by-laws.

By-laws provide a working structure for the group to keep ideas and actions on track.

Chapter 5
INITIAL PUBLIC MEETING

The core group is comprised of the people who felt the need to have an advocacy organization to support equestrian trails. Up to this point they developed the initial plan and framework for the new organization to take action and go public.

The purposes of **the initial public meeting** are to build awareness, to attract new members, and to promote the organization's mission, goals and objectives. This meeting sets the tone with the community and the stakeholders it is designed to reach. If details are attended to properly, the organization is more likely to be seen as credible. Following is a discussion regarding the details of planning and implementing such a meeting.

⇨ Setting the Date

Before setting the date, obtain a community calendar and check with major local organizations (other equestrian clubs, schools, churches, etc.) to discover serious scheduling conflicts. Ideally, the date should be chosen approximately two months in advance. That will allow lead-time for sending out an invitation mailing and providing publicity to the local news media.

Arrangements for this meeting should be made far enough in advance so that people can arrange their schedules to attend the meeting. This includes securing a meeting location, ordering refreshments, and procuring needed equipment.

The meeting space should have a comfortable environment with reasonable temperature control, access, and parking. People are more comfortable and more appreciative if they have good seating and light refreshments available.

⇨ Publicity

Once the date and location of the meeting are selected, a meeting announcement needs to be designed, proofed (reviewed by someone who has never seen the announcement before), and printed or photocopied.

Announcements are to be mailed to all of the people listed in the database the core group has already compiled. Flyers and/or advertisements are more attention getting if they are graphically interesting. All information pertinent concerning the meeting (who, what, where, when, why, driving directions or a map) is included. A contact name, e-mail address, and telephone number should be included in the announcement.

Also, meeting information should be placed on community activity calendars and notices posted at strategic locations in the community, such as tack shops, barns, gas stations, favorite restaurants, and other high-visibility public places (schools, community buildings, etc). Creating a webpage and linking to related sites will also provide exposure for the meeting notice.

One member of the core group should be the primary media contact. This person must be knowledgeable about the organization and its purpose. Being articulate and comfortable in dealing with the media is helpful.

Having a partner who can fill in for the primary spokesperson is sensible.

Contact with local newspapers, television and radio stations should be established to alert them to the organization's plans. The media are under the pressures of deadlines, so interviews and press releases should be made with those restrictions in mind. Notifying the media in three phases - by letter, by phone, and in person - increases the likelihood of coverage. It is important to be polite but persistent.

Most local newspapers are anxious to receive, and print, news of local activities. A press release of plans prepared and submitted at least thirty days prior to the meeting should result in good coverage. Appendix C contains information on press releases in a format media services are more likely to use. Photographs that apply to the organization's mission are an attractive means to increase community interest. Because the press release may not be "hot news," so it may not make the very next issue, it is a good idea to allow for a long lead-time.

Approximately two weeks before the scheduled meeting, each member of the core group should call the people in the database (develop a written list) to discuss the purposes of the prospective organization and request attendance at the meeting. This not only increases awareness on the part of potential constituents, it provides members of the core group with knowledge of how well they have succeeded at making the public aware of their activities. At the last working group meeting prior to the public meeting, a list should be compiled of who is expected to attend the meeting.

⇨ **Meeting Details**

Set-up the meeting room in advance. Arrange the chairs in a semi-circle or casual setting to encourage interaction between attendees. Extra seating for last minute arrivals should be available. Consider if the meeting will require a speaker system, audiovisual equipment, flip charts, or other meeting supplies. Again, local businesses or government departments may be willing to provide equipment or donate small items for the meeting.

Arrange to have "greeters" at the entrance to welcome people, ask them to sign-in, and answer questions. A sign-in sheet and name tags are important for everyone attending. Even though the meeting is open to all and walk-in's are welcome, have a registration list in alphabetical order generated in advance so only the name of the person attending has to be checked off the list as they are handed a prepared name tag. Lines of attendees waiting to sign in can thus be avoided. It is desirable to get them in the room and committed to attending the meeting quickly and easily. Full name and address information should be written down from any walk-ins so they can be added to the mailing list (See Appendix D.). Blank name tags and marker pens can be available for walk-ins.

Core group members can be more readily identified if they have "permanent" name tags (in plastic sleeve or a different color). Name tags should be available at every meeting to help everyone learn each others' name.

Serving refreshments relaxes people and provides opportunities for those attending the meeting to have casual discussions and to get to know each other. Refreshments can be as simple as coffee and tea served with cookies brought by the members of the core group. Donations of refreshment items from local businesses show additional community support.

⇨ **Handouts**

Prepare handouts for the meeting that include the organization's mission, goals, and objectives. Case studies of other similar projects can be a positive handout. Including membership forms as a handout allows new people to join the group while they are at the meeting. Provide extras of the handouts so people can take them and give to their friends, post in barns or businesses, etc. A question asking what services and/or skills the member is willing to offer the organization should be on the membership form (Sample in Appendix E).

Another handout at every meeting is the **agenda**. Appendix F has an example of a meeting agenda. A basic outline of an agenda contains:

- Welcome and Introductions
- Purpose of the Meeting
- Review of the Agenda and Time Schedule
- Short review of the Mission, Goals and Objectives, and By-laws (copies of the By-laws should be available for those who are interested.)
- Question and Answer Period
- Discussion on Objectives' Implementation
- Membership Solicitation
- Review of Meeting's Actions and Accomplishments
- Scheduling of Next Meeting and Agenda
- Adjournment

⇨ **The Meeting**

Once the start time for the meeting is reached and it appears that the majority of the people are present, the chair or meeting leader calls for the meeting to start. There is a lot of information to cover at this first meeting. Some discussion is good, but it's important to keep discussions from veering away from the agenda.

A well prepared and well executed first public meeting will speak eloquently to the community of the intentions and abilities of the group.

An effective, diplomatic person can act as the meeting leader or **facilitator** to keep the meeting running smoothly. This person does not have to be the organization leader or chair; this person guides the process of the meeting. A facilitator provides the leader or chair with the opportunity to listen and think about what is being discussed.

The organization's database can be reviewed for a person experienced in facilitation. Other sources for facilitators can be the US Department of

Agriculture Extension Service, colleges or universities, non-profit directors, or teachers.

The other important task during the meeting is completed by a **recorder**. This person records the discussions, capturing ideas for the group to consider at a later date. One or more flip charts (large sheets of paper on a stand), where everyone can see them, make it easy for the recorder to jot words and comments. These notes can later be transcribed for the record. Using a second person to take minutes or using a tape recorder or video can help supplement the recorder's work.

Recording comments on the flip charts can be a benefit if the discussion becomes controversial. The facilitator can refer to the chart, using it to assure the participants that they were heard and then move forward with the meeting.

⇨ **Regular Meeting Format**

Following the initial public meeting, the organization is on its way to becoming an active, working group. The sometimes difficult, time-demanding organizational phase is over, the implementation of objectives now becomes the priority.

There will be much enthusiasm and interest in the beginning. The initial group must work hard to incorporate new members. Good communications can be maintained through newsletters, e-mails, and regular meetings.

The type of meetings held in the future can be decided by the group. One option is to have formal meetings on a regular basis with all members and potential members invited. Another format is to have a large group's Board of Directors deal with the formal, business functions. The balance of the membership can focus on the activities that will accomplish the group's goals. One type of meeting format will not work for every group. The members need to determine what works for them.

Agendas keep meetings focused and productive, but can be flexible. Free-flowing discussions and out-of-order actions are fine if they are accomplishing what the group desires.

It is helpful for an organization to establish committees to cover some specific and basic tasks. Examples include:

- Membership
- Fund Raising
- Publicity
- Current Projects
- Newsletter
- Legislation issues (local, regional, state and federal)

Committee chairpersons give their reports at these meetings. Schedule time for 'New Business' at every meeting for new ideas.

The goal of the meeting is to accomplish as much as possible and to keep the organization productive. There are many good books on running and facilitating meetings to use as resources.

Chapter 6
ORGANIZING FOR THE FUTURE

As diverse as horse people are, the one thing they all have in common is the need for, and access to, land. Organizations that do not normally share the same focus, such as specific breed and/or discipline groups, can work together for the common good of all horse owners through the activities of the equestrian trails group. An active equestrian organization in a given community will link their resources with others in their area, perhaps even statewide or nationally, to increase their effectiveness.

The actions of the organization can take many different forms: Activities can include overseeing the development or preservation of trails and open areas that allow horse use. Educating and partnering with other equestrian groups, land owner/managers, and government entities, and private citizens to create awareness of trail and land use issues. They can provide the means to foster an appreciation and enjoyment of horses throughout the community, thus making horses an integral part of the community as a whole.

An effective equestrian trails organization must be willing to partner with other trail user groups, particularly if public land is part of the mission. Hikers and bicyclists are two of the most obvious other trail users, but consideration must also be given to people who simply enjoy the outdoors in any form. Multi-use trails and recreation areas are widely used and accepted across the country. Multi-use means exactly that: multiple people, doing different activities while enjoying the same area. Most public lands are set up to be shared by diverse groups of people. Understanding these other groups' needs and desires while educating them to the needs of horse people is part of the key to gaining consensus and keeping horses part of the picture. It is likely that there is more in common among user groups than actual differences. Once the common items are settled, potential areas of conflict are minimized.

By working with seemingly unrelated organizations or businesses, the new equestrian trails organization can create a sense of community around its mission statement creating a comfortable working environment for all. Hosting events and celebrations around accomplishments that offer education as well as fun is an excellent venue for building this type of community solidarity.

During the past five years, the Back Country Horsemen of America has donated a total of over 557,000 hours of labor as well as $10,200,000 in goods and pack stock to the U.S. Forest Service, Bureau of Land Management, and National Park Service.

It is critical to track the work that the organization has accomplished. This may reveal a significant amount of volunteer time that can be translated into in-kind dollars dedicated to the mission of the organization. It is also important that the organization recognize all volunteers, particularly those whose participation has been significant. It may be to the organization's benefit to establish some formal awards to recognize special efforts and present them at celebrations.

As an advocacy organization, the creation, monitoring, and maintenance of political relationships is a task to be maintained over the long haul. Specific people can develop the relationships necessary for the organization's success and give status reports back to the group at meetings. It is beneficial to the organization if the same person remains a key contact for a given group or government agency for an extended period of time. That key contact person should also be training a successor for the position so that contact is not lost if the key person is unavailable.

Cultivating and further developing land owner/manager relationships is also important. Discovering what the organization can do to assist owners/or managers helps to strengthen the ties between them. Additionally, tracking the changes of the land's initial inventory is one way to determine if the organization's goals and objectives are being met.

The Ohio Horseman's Council donated 9,942 hours, valued at over $23,200 for trails work in their state in 2000.

Chapter 7
MOVING FORWARD

The crisis of diminishing access to land and trails can be lessened by equestrian trails advocacy groups. They empower and coordinate individuals to take action and make their united voices heard.

These groups are by nature grassroots and distinct, offering a means for preserving and creating equestrian trails where no one else would be concerned. Who better understands the issues and reaps the benefits than the direct user group? Their power lies in the simplicity and integrity of their mission, their passion for their endeavors, and their clear vision of the task before them. Their power is in being practical and focused, growing to become a strong, effective organization.

Equestrian trails groups can seek funding, engage partners, educate landowners and other trail users, raise public awareness, and provide support, both physical and political.

Using these guidelines is one part of a major endeavor to become successful. The other ingredients include a wide-reaching vision, cooperation, political savvy, and just sheer luck. Remembering there will be setbacks to deal with and brick walls to knock down will keep the group ready to face whatever comes along. One or a few people can start, but it will take a cooperative effort to accomplish the goal to assure horse trails in the future.

"The best way to predict the future is to create it."

- Unknown

Appendix A - Database Information

Gathering "database information" is a rather lofty term for developing a good address book. Most organizations begin their database with each of the stakeholders going through their personal address books and providing the group with names and contact information of people they feel would be interested in the group. If the following information can be collected in an organized fashion, it will provide to be a time saving way to generate mailing labels and membership information.

A computer can be another major time saver, but simple 3x5 cards will work. Both systems must be kept up to date.

Full Name of the Person - Keeping the name as three items allows for better sorting if using a computer program.

- ❑ First
- ❑ Middle
- ❑ Last

- ❑ Street Address
- ❑ City
- ❑ State
- ❑ ZIP Code – Make a specific space for this as many people do not write it in unless asked.

- ❑ Home Telephone Number
- ❑ Work Telephone Number - Can this person be called at work? Provide a check box for "yes" or "no."
- ❑ Fax Available? - Provide a check box for "home" or "work."
- ❑ E-mail Address

- ❑ Willing to volunteer?
  Check box for "yes" or "no" and lines to fill in information if "yes."

- ❑ Willing to donate?
  Check box for "yes" or "no" and lines to fill in information if "yes."

Supplemental information that may be beneficial in the future:

- ❑ Number and Breed of Horses Owned
- ❑ Horses Kept at Home or Boarded
- ❑ Preferred Equestrian Activities
- ❑ Talents, knowledge, or abilities that could benefit the organization

Sample of a Contact Information Sheet on the following page.

Equestria Horse Trails & Greenways - (Contact Information)

First Name ____ Last Name ____ Occupation/Trade/Business ____

Address ____ City ____ State ____ Zip ____

e-mail Address ____

Home Phone ____ Cell Phone ____ Work Phone ____ Fax Number ____

Best Times Available:	Mornings	Afternoons	Evenings	Anytime
Weekdays	☐	☐	☐	☐
Saturday	☐	☐	☐	☐
Sunday	☐	☐	☐	☐

Other:____

Please indicate how many riders in your family:

Type of discipline (western, English, driving, show, etc):

What is the #1 issue you would like to see addressed?

Do you have any skills or vocations to assist New Equestrian Trails Advocacy Organization (computer, fundraising, writing, public speaking, construction)?

Return information to

Equestria Horse Trails & Greenways
123 Pony Lane
Silver City, SA, 12345
Telephone:414-555-1212
E-mail: hhtc@sc.sa.us

Appendix B - BASIC BYLAWS GUIDELINES

Bylaws are an outline the membership agrees to follow on how the organization will behave, govern itself, and resolve internal disagreements about leadership, assets, and the direction of the organization.

Not every group will need a formal set of by-laws. However, they are recommended if the group will be larger than ten people or be responsible for money, grants, events, or property (land or equipment). All levels of the organization should have access to the process so they can be working within its structure.

Following is a basic layout for bylaws. Reviewing the following will focus the group on their operational structure prior to consulting an attorney. Adjustments, additions or exclusions of Articles or Sections can be made as the group determines its needs. **It is strongly recommended that an attorney review the bylaws before they become official.**

ARTICLE I. NAME

A name that identifies what your group is doing (ie. Trail Riders for South Park, Friends of Smith Steeple Chase Field). State a principle office location. It can be an officer's home or a business office.

ARTICLE II. PURPOSE AND OBJECTIVES

Briefly, state why the group exists and what it is going to do. If it is to be an advocacy group, the type of activities anticipated must be determined. If the group plans to apply for non-profit status, it will need to meet requirements of section 501(c)(3) of the Internal Revenue Service (i.e. educational, charity). A review the laws of the state in which the group will be based in important.

ARTICLE III. MEMBERSHIP AND DUES

Who can become a member? How does someone become a member? What are his/her rights and responsibilities? Is there more than one level of membership, e.g., single person, business, family, etc.? A description of each level, detail voting procedures, and dues each class will pay. The by-laws can state there will be dues, but the Board of Directors will set the monetary amount. An position within the organization should be designated to maintain the membership list.

ARTICLE IV. OFFICERS AND DUTIES

Most groups have the traditional President, Vice-President, Secretary, and Treasurer. Other types of leadership titles are also acceptable. The article should state how and when these positions are chosen, what are the duties of each position and how can they be removed if the position is no longer needed. This article should also state whether the officers receive compensation.

Typical Duties of Officers include:

President – The president shall preside at all meetings of the organization. The president may call a special meeting of the organization, subject to approval by the Board of Directors. The president shall not vote on any issue except to break a tie.

Vice-President – The vice-president shall, in the absence of the president or upon his or her request, perform all the duties of the president. In the event that the office of president becomes vacant, the vice president shall succeed to president.

Secretary – The secretary shall give notice of meetings, keep minutes of all meetings of the organization, and be responsible for maintaining records of all business transacted at meetings.

Treasurer – The treasurer shall be the general financial officer for the group. He or she shall collect monies due the organization, keep full and accurate accounts of all receipts and disbursements, deposit all monies and other valuables in depositories designated by the Board of Directors, and pay all bills of the organization. He or she shall report to the Board, when so requested, the financial status of the organization. He or she shall make an annual report to the Association of its financial condition.

Which officer(s) of the Club may/must sign all checks? What controls will be in place to assure that Club funds are disbursed responsibly and for legitimate Club purposes? It is a good idea to require two officers' signatures on all checks or for amounts over what the group considers significant. All officers may sign the checking account signature card so it is easier to gather two signatures.

The organization may require an audit of the books. A committee would be appointed by the President to accomplish this task.

<u>ARTICLE V.</u> BOARD OF DIRECTORS

The Board can be of up any number of representatives, but a large membership can make the Board unwieldy. An examination of the types of activities, responsibilities, and decisions the Board will face can help determine the optimum number. Diversity is good for the Board so consider possible representative for their interest and/or ability. Most Board do well with five to eleven members depending on the size of the organization.

Determine what topics the Board will need to address. These may include:

- Number
- Election
- Election Protocol

- Length of terms, staggering terms
- Term limits
- Responsibilities
- Vacancies & Removal
- Quorum (Is it the members present, total membership or a different standard?)
- Meetings and attendance
- Time & Location of meetings
- Special meetings
- Notices
- Action without a meeting
- Voting (one director/one vote, proxies, etc)
- Compensation
- Records and Reports
- Executive Sessions

ARTICLE VI. COMMITTEES

There can be both permanent and temporary committees. The Board of Directors can decide and make the appointments of standing committees. Standing committees and their duties can be listed.

ARTICLE VII. MEETINGS

Sections can include that there will be a general, annual meeting or any number the group wishes to hold or these may be designated by action of the Board of Directors. Sections of this Article can include:

- Meetings, can set the general date (i.e. October, first Sunday in February)
- Notification
- Order of Business
- Quorum & Proxies

ARTICLE VIII. AMENDMENTS OF THE BYLAWS

How will changes be made? How much notice is needed? Is there a special number of voters required above the defined quorum? Many times a quorum will require a larger number of the membership to be present to vote in order to prevent frivolous changes of the by-laws.

ARTICLE IX. DISPOSITION OF ASSETS UPON DISSOLUTION

A statement is made that the organization will pay all out-standing bills and distribute the remaining funds to the members or to a similar organization or cause.

Appendix C – Press Release Information[1]

Press Releases can be developed to announce meetings, events, special visitors, awards, grants, or any positive publicity or information relating to the organization's activities.

There is a basic design for releases to make it easier for the newspaper, radio, or other media outlets to read your information. Keep news to one or two pages, double spaced, typed, and indent the start of each paragraph. Keep it neat, professional looking, and grammatically correct. Determine if the information is for local media or wider reaching outlets. Include the 'who, what, where, when, and why' in the first paragraph. Write an appropriate headline that will attract attention without creating controversy. Always put a date on a press release.

Make it easy for the media to contact the organization for further information. Provide a contact person and phone number in the upper-left corner of each page.

Departments other than general news may be interested in pursuing a special interest story. Send a clear photo that will reproduce well in newsprint. Provide information if a photo opportunity will be available, or if the event is past let them know photos are available. Statistics or charts can make interesting graphics and make an favorable impression on a reporter or editor.

A well written press release can be printed with little editing. Make it interesting, attractive, and easy for the media to use.

[1] Trails for the Twenty-First Century, 2nd Edition. Flink, Charles A., Olka, Kristine, Searns, Robert M., Rails to Trails Conservancy, Island Press, 2001

Appendix D - Sample Registration Sheet

Always have more sign-in sheets than you think you will need. Better to have too many than to run out.

Equestria Horse Trails & Greenway Kick-off Meeting

Name	**Address** Mailing address, state, zip code	**Telephone**	**E-mail**

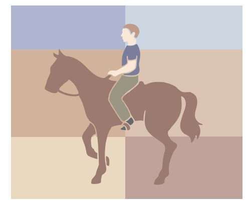
Appendix E - Membership Application Sample

Membership Application

Please complete the following information and send it with your check to:

Equestria Horse Trails & Greenways

123 Pony Lane
Silver City, SA, 12345
Telephone:414-555-1255
E-mail: ehtg@sc.sa.us
Webpage:ehrg.org



NAME

MAILING
ADDRESS

CITY, STATE, ZIP

TELEPHONE

FAX

E-MAIL

Please indicate how many riders in your family:

Type of discipline (western, English, driving, show, etc):

What is the #1 issue you would like to see addressed?

Do you have any skills or vocations to assist New Equestrian Trails Advocacy Organization (computer, fundraising, writing, public speaking, construction)?

I wish to join:	Membership Fee	Donation	Amount Enclosed
Individual $20 Business $100	+	=	
Signature		Date	

Appendix F - Sample of a Regular Meeting Agenda

Equestria Horse Trails & Greenways
Meeting Agenda
March 25, 2001

11:00 a.m.	Welcome ❑ Introductions ❑ Agenda and time schedule	Chair Facilitator

11:15 a.m.	**Business**
	❑ Secretary Report (If they are mailed out to members they do not need to be read.)
	❑ Treasurer Report
	❑ Correspondence, news, and other items of interest
	❑ Committee Reports
	    ❑ Standing
	    ❑ Temporary
	❑ Old Business/Issues (not covered by committees)
	❑ New Business/Issues	

12:00 p.m.	Lunch with special program or presentation	
1:00 p.m.	Committee Breakout Sessions	
2:00 p.m.	Agenda for next meeting Meeting adjourned	

Appendix G – Resources & Reading List

Organizations and Information

Many of these of resources have links from the Equestrian Land Conservation Resource's webpage (www.elcr.org).

Equestrian Land Conservation Resource (ELCR)
PO Box 335
Galena, IL 61036
Phone: 815-776-0150
Fax: 815-776-9420
Kandise Haertel, Executive Director
Email: info@elcr.org
Web Site: www.elcr.org

Rivers, Trails and Conservation Assistance
National Park Service
1709 Jackson St
Omaha, NE 68102-2571
402-221-3350
Webpage: http://www.nps.gov/rtca
Recommended Reading List: http://www.ncrc.nps.gov/rtca/rtca-bo.htm

Bureau of Land Management
United States Department of the Interior
411 Briarwood Drive, Suite 404
Jackson, MS 39206
601-977-5400

American Horse Council
1700 K Street NW Suite 300
Washington, DC 20006
202-296-4031
AHC@horsecouncil.org

Back Country Horsemen of America

PO Box 1367
Graham, WA 98338-1367
Phone: 1-888-893-5161
Fax: 360-832-2471

American Farmland Trust (www.farmland.org) - Works to stop the loss of productive farmland and to promote farming practices that lead to a healthy environment.

Land Trust Alliance (www.lta.org) - Seeks to promote voluntary land conservation and to strengthen land trusts by providing the leadership, information, resources and skills needed to conserve land.

American Trails
P.O. Box 11046
Prescott, Arizona 86304-1046
Telephone: (520) 632-1140
Fax: (520) 632-1147
Email: AmTrails@lankaster.com

WEB SITE: http://www.outdoorlink.com/amtrailsThe only national, non-profit organization working on behalf of ALL trail interests for local, regional and long-distance trails and greenways. Our goal is to support America's trails by finding common ground and promoting cooperation among all trail interests.

American Association for Horsemanship Safety
PO Box 39
Fentres TX 78622-0039
Phone: 512-488-2319
Fax: 512-488-2220
Email: Jzdawson@aol.com

American Driving Society
Recreational Driving Chairman
PO Box 160
Metamore, MI 48455
Phone: 810-664-8666
Fax: 810-664-2405
info@americandrivingsociety.org

Equestrian Trails Inc.
Phone: 818-362-6819
Fax: 818-362-9443
Email: rhammock@look.com
Gwen Allen, Pres.
13741 Foothill Blvd #100
Sylmar, CA 91342

LNT Inc.

P.O. Box 997
Boulder, CO 80306
Phone: 303-442-8217
1-800-332-4100
Fax: 303-442-8217

North American Trail Ride Conference
P.O. Box 2136
Ranchos de Taos, NM
87557-2136
(505) 751-4198
(505) 751-4198 (Fax)
natrc@laplaza.org

THE TRAIL RIDER
Ann O'Dell, Editor
147-A Sunridge Road
Alexandria, Louisiana 71302
Phone:800-448-1154
Email: trailrdr@centurytel.net

Bay Area Barns and Trails
www.bayareabarnsandtrails.org
Preservation and stewardship of San Francisco Bay Area equestrian barns, trails, pastures, staging areas, and horse camps.

United States Pony Clubs (www.ponyclub.org)

United States Combined Training Association (www.eventingusa.com)

Trail Riders of Today Rhammock@netscate.net

Liability Laws And Recreational Use Statutes www.americanwhitewater.org

Foothills Equestrian Nature Center (www.fence.org)

Virginia Horse Journal (www.virginiahorse.com)

Trail Blazer Magazine (www.horsetrails.com)

Mount N' Trail Magazine (www.mountntrail.net)

Caledonia Conservancy - 5400 Six Mile Road, Racine, WI 53402
Development of an equestrian friendly land trust that involves the entire community. See ELCR website for link.

American Bird Conservancy (www.abcbirds.org) - Not-for-profit, membership organization dedicated solely to the conservation of wild birds and their habitats throughout the Americas.

The Chronicle of the Horse (www.chronofhorse.com)

InfoHorse.com (www.infohorse.com)

The Horse Group (www.thehorsegroup.com) - Advocates of equine recreation and general equestrian information.

Baltimore Horse Country (www.bcpl.net/~gharris)- BHC's objective is to provide free resources to equestrians everywhere. Great links pages!

Bay Area Barns and Trails (www.bayareabarnsandtrails.org) - Preservation and stewardship of San Francisco Bay Area equestrian barns, trails, pastures, staging areas and horse camps.

Bay State Trail Riders Association, Inc. (Bay State Trail Riders Association, Inc.) - The largest equine trails advocacy group in New England working to develop a region wide system of all purpose trails and keeping access open to equestrian use. Benefits: monthly newsletter, legislative updates and information, subscription to Equine Journal full calendar of events, and year end awards.

Essex County Trail Association (www.ectaonline.org) - Hamilton, Massachusetts

Kansas Horse Council (www.kansashorsecouncil.com) - Sabetha, Kansas

Nebraska Horse Trails Committee (www.nebraskahorsecouncil.com)

North Carolina Horse Council (www.nchorsecouncil.com) - The North Carolina Horse Council is a statewide organization that exists to represent and further the common interest of the entire equine industry of North Carolina.

Roxbury Horse Association (Roxbury Horse Association) - The objective of the Roxbury Horse Association is collaboration among horse owners and equestrians in the Town of Roxbury, Connecticut, for the purpose of preserving the town's rural character. See ELCR website for link.

Masters of Foxhounds Association (www.foxhunting.org)

Envirohorse (www.californiastatehorsemen.com/envirohorse.htm) - EnviroHorse identifies, gathers, and disseminates information to ensure/enhance equine access to public / private lands. Where data gaps exist, EnviroHorse sponsors research with others to fill them.

Horse Environmental Awareness (http://neirtnt.ct.necs.usda/horse/index.htm) - This regional site offers conservation and horse keeping information, but you may have to dig for it. Check the state of Connecticut in particular.

Reading List

Doyle, Michael. Straus, David. How to Make Meetings Work!. Berkley Publishing Group. 1993

Flink, Charles A., Olka, Kristine, Searns, Robert M. *Trails for the Twenty-first Century, Planning, Design, and Management Manual for Multi-use Trails, 2nd Ed.*, Rails to Trails Conservancy, 2001

Gunderson, L.H., C.S. Holling and S.S. Light. 1995. *Barriers and Bridges to the Renewal of Ecosystems and Institutions.* Columbia University Press. ISBN 0-231-10102-3.

Hunter, Dale. Bailey, Anne. Taylor, Bill. *The Art of Facilitation*. Fisher Books. 1995.

Parsons, Harland, Bartholomew and Assoc., Inc.; contact Bob Munson, Va. Dept. Conservation and Recreation, 203 Governor Street, Suite 326, Richmond, VA 23219; phone 804/786-6140; email - rsmunson@dcr.state.va.us *The Virginia Greenways and Trails Toolbox*, Virginia Dept. of Conservation and Recreation. October 2000

Kaner, Sam. Community at Work. *Facilitator's Guide to Participatory Decision-Making*. New Society Publishers. 1996

Kelley, Michael. Bikes and Horses: A Case for Sharing, National Symposium on Horse Trails in Forest Ecosystems. Posted with Permission from the International Mountain Biking Association. Website: www.imba.org). See ELCR website for link.

Kulla, Andy (1995). *A Hierarchy of Options for Managing Trail User Conflicts.* United States Dept. of Agriculture. Missoula MT. Website: http://outdoorlink.com/imba/library2/hierarchy.html

Loring LaB. Schwarz, Editor. Charles A. Flink and Robert M. Searns, *Greenways – A Guide to Planning, Design, and Development*, The Conservation Fund, Island Press, Washington, D.C. 1993

Moore, Roger (1994); *Conflicts on Multiple-Use Trails. Synthesis of the Literature and State of the Practice.* Report No. FHWA-PD-94-031. Federal Highway Administration. Washington DC. Website: http://uog2.uog.edu/marc/conflict.html.

NIMBA (n.d.*); Share the Trails* Brochure. Website: http://www.nemba.org/share.html

United States Forest Service, Trail Design Specifications. These are the basic plans and specs for all trails and are not specific to equestrian.
Website: http://www.fs.fed.us//database/acad/dev/trails/trails.htm

Produced in cooperation with

National Park Service

Rivers, Trails, and Conservation Assistance Program
1709 Jackson Street
Omaha, NE 68102-2571
402-221-3350
www.nps.gov/rtca