

Executive Committee Meeting Minutes
Warriors & Quiet Waters,
March 12, 2019

- Called to Order: 3:36pm
- Present: Brian, Tom, Ed, Diane, Eugen, Faye
- Finance Dashboard Update Ed
 - Pooled gift annuity funds released from Wayne Edsall, went into endowment.
 - Market is ok, rates are coming in pretty good.
 - Faye in NY first full week of April, will check-in with JP Morgan.
 - Finance meeting to review reports that are sent to the board, will be cleaned up and timely.
- Follow-up to Board Retreat: Action Items Diane
 - Reference Ned's summary
 - Faye: June 2019 to take WQW in this direction, including process changes, new resources, other considerations; staff has discussed & moving along, will present to Program committee in July.
 - Brian – capacity of 50 weeks/yr is not possible; Eugen said Program Committee reviewing Capacity Matrix - where do we want to be (best case) and where can we be (best balance).
 - Faye provided hand out of draft Capacity Matrix, haven't yet identified how we want to serve & potential outcomes.
 - Eugen – time capacity can be managed in many different ways (fishing weeks vs off-fishing weeks); how many weeks are realistic; allows us to better plan from all angles.
 - Tom – need is going to be one of the issues that we need to put on the table relative to the CUP request; this is the kind of data that helps us.
 - Program Meeting is to review the Theory of Change & Survey Tools.
- Board Meeting should incorporate one presentation a year from each silo of the organization (Gayle, Emily, Saul/Chris, Mike, etc.); Brian will add that to the next Board agenda (April meeting); Eugen – examples of using timing to drive who speaks at which meeting (Saul – April, Gayle – June, Emily – August, etc.); Tom – keeps the Board engaged & informed.
- Board Meeting start time – follow-up to survey; Brian will send an email to confirm 2nd Tuesday and they will start at 4:00pm; Faye will update calendar invites, starting with April meeting.
- Corporate Secretary – bylaws allow scribe, Tom presented to have Mike to scribe meetings, if there was anything that needed Executive session then Mike can step out & Diane will assume scribe during that session; Ed – would be good to help engage Mike as a new team member; all agreed.

- Housekeeping note: ensure more chairs to accommodate all attendees at Board Meetings
- Potential Grants from Wounded Warrior Project & VA Adaptive Sports Division Faye
 - Faye – some discussion when Faye first started about whether to apply for one of these grants, at that time, WWP reputation (& confusion with organization naming within public) drove a decision not to apply; recently WWP has completely turned themselves around (focus of org, people on staff, respect within veteran’s landscape), resurrected grant program
 - Directing a lot more efforts to grant programs – a lot of other groups that we cross paths receive WWP grants; focus is on mental health
 - Tom – what are the strings attached? Faye doesn’t really know, still waiting for list of criteria, sure there will be deliverables, do not expect that there will be strings attached like a public agency
 - Ed – we would have to apply for a specific program/develop a specific program that we apply the grant \$ to fund?
 - Faye – no information on the website to help clarify, a lot we don’t know, but envision unrestricted grant. All of our programs impact mental health. Likely won’t fund endowments or events.
 - Brian – QOL survey results, two targets of opportunity: belonging and sense of purpose
 - Faye – will get more information; Saul will continue vetting through his channels & Faye/Gayle will provide information to the Board
 - Faye – VA probably has a lot of grant opportunities, one of interest is adaptive sports; Dave Kumlien wants to be the lead investigator in a grant which WQW, TU and Higher Ground would create a curriculum for fly fishing as an adaptive sport; doesn’t look like there are any strings attached that are unreasonable; concern is that developing a curriculum to teach veterans how to fly-fish isn’t our Mission. Dave feels that it does serve a higher purpose because we can share it with every veteran organization
 - Brian – how would this make a bigger impact on what we normally do, or is this satisfying some of these transition needs?
 - Eugen – this would be a broad stroke to the 105k veterans that we’ve identified
 - Ed – this could be an opportunity to set WQW apart as the organization that is the expertise, we know what we are doing; great if it’s branded; this is not fulfilling our focus on additional help/programs for those we’ve already served
 - Tom – what resource does Dave want from us?
 - To EXCOM: Do we want public funding? General consensus was “no”. Why don’t we develop the curriculum without the grant, utilize MSU (maybe an internship). Why not have Higher Ground take the grant (lead applicant) and we partner to develop the curriculum? Faye – Higher Ground has asked us to be the lead applicant.

Would the VA accept a curriculum if it wasn't developed through their grant?

- Dave: seek a grant to develop a template for organizations that serve Vets & use fly-fishing for therapy. Improve our service and benefit others. Faye – what does he anticipate needing (cash & human resources/staff – for text and visual curriculum)? Dave's projected budget: \$75k video, \$25k published written version, \$50k overhead, \$25k misc. = \$125k grant.
- Tom – where does this advance our Mission; why doesn't Dave run this through TU? Divert resource of some amount & every time we do that, we're taking away from moving forward to further help our clients.
- Ed – if we can attach our name, Dave executes and we are identified as the expert.
- Faye – at the EXCOM level, not clear if we accept public funding. Do we want to accept public funds? Tom – there's a lot more complexities when we open this door. If someone else wants to take the grant, we can assist.
- Ed – more open to it, but cautiously - it's the unintended consequences that are problematic. We don't have a policy against taking public funding. We've evolved to a softer position with public funding.
- Eugen – outside of our current wheelhouse; Ed – fund, not staff. Diane – serious potential for scope creep on a project like this, what impact on WQW?
- Majority – WQW adds value to the project if someone else funds the project.
- Faye – no grant information is published from VA so hope to update at April board meeting.
- Caretaker House Update All
 - Eugen – February was a tough month due to weather; working on last bit of roof, dried in & mechanical starting soon.
 - Funding – Faye hasn't heard anything from Sam Byrne, asked Jim McCray if we can reach out to John Toohey, forward message to Jim to follow-up with John (Sam's #2). Ed – nice to have a go-to person besides Sam. Eugen – first bill was based on Sam's personal commitment, it's time to submit the second bill, use that in conversation with Sam/John.
- Caretaker House Sub-Committee Authority All
 - Any follow-up from neighbors? They have 30 days from county's decision to file an appeal. Faye – will email Nicole from the county about Faye's upcoming vaca and request to send any new issues to Brian/Mike.
- QWR Update & CUP Strategy All
 - Strategy? Eugen – Steve White, former commissioner, good dialogue. Understood district, identified as a "difficult district"; talked Steve through where we are. Steve said process will take about 60 days. If we send

notice, we can create awareness to number of events. In preparation, make the request of the neighbors of what, if any, complaints for each specific event. Identify that WQW was aware of past complaints & addressed. Do they really have FX complaints? Tom – two experiences where the Warrior took the Gaiter on Kathy Anderson's property, we've changed the policy that they can't take the Gaiter without TL. Anything else? Exterior lights? The caretaker house location is the only complaint with a formal filing (with the county).

- Eugen – start the process immediately? Yes, all agree.
- Brian – obtain attorney, open-ended but identify our target “give”. Need direction from counsel on removing “event” from the CUP to avoid subjective definition.
- Faye – we do want to demonstrate to our neighbors that we want to be long-term neighbors, we are transparent, and we are going to assume that they want WQW to succeed. Should we do a follow-up with the neighbors to help them understand what we do?
- Eugen – 1. Engage an attorney, 2. Gain legal counsel (Susan – 1st, Becca – 2nd, Eugen will reach out to both) and layout plan re CUP to use facility for 280 days/yr, 3. Faye/Diane meet with Val, Molly & Kathy (no introduction of CUP efforts), 4. Extend invite to neighbors to attend an FX BBQ.
- Eugen – Steve said to provide the revised CUP on a trial period (# of years)
- Brian – give them a point-person (aka Ryan) to bring complaints and we'll address.
- Succession Planning Brian/Tom
 - Brian – this is specific to Staffing; G&A is taking this over.
- Items from the Floor
 - Warrior Taste Fest – more & more sponsors (Glacier Bank - \$5k, American Bank has indicated they'll do something, etc.); 6 artists are committed; \$70-80k in-hand, another \$100k soft pledge, raise another \$50k in art sales, remainder in ticket sales (starts April 1).
- Adjourn: 5:48pm