

Building and Sustaining a Volunteer Nonprofit Lighthouse Preservation Organization

By

Jeri Baron Feltner, Secretary, and Dr. Charles E. Feltner, President

DeTour Reef Light Preservation Society

Presented at the

Great Lakes Regional Lighthouse Conference ★ Keep the Lights On!

Park Place Hotel, Traverse City MI, June 2 -5, 2004

Special Note: This text version of the presentation is followed by a PowerPoint version on page 10.

SYNOPSIS OF PRESENTATION

A successful nonprofit organization is built on a solid foundation, brick by brick. The DeTour Reef Light Preservation Society (DRLPS), established in 1998, is a strong example of a successful society. Jeri Baron Feltner, Secretary, and Dr. Charles Feltner, President, will provide you with their personal experience of the key steps in building and sustaining a volunteer nonprofit lighthouse preservation organization. The presentation will cover the following: A) Building the Organization: 1) Gathering People Who Care, 2) Creating the Legal Entity, 2) Establishing Identity and Awareness, 3) Developing Historical and Facility Intellectual Capital, 4) Setting the Vision, Plans and Goals. B) Sustaining the Organization: 1) People and Organizational Development, 2) Money and Fundraising, 3) Processes, Management Practices and Execution.

INTRODUCTION

Thank you (introducer Al Robertson) and good afternoon fellow preservationists. We've had the honor of presenting our Society's work at the first *Keep the Lights On* conference in 1998 and the second in 2001. We are happy to be here today to present processes on building and sustaining a volunteer nonprofit lighthouse preservation organization based on our experiences with the DeTour Reef Light Preservation Society (DRLPS). Some members of our Board of Directors are present here today (Assistant Secretary Paula Bardsley, Vice-President Dave Bardsley, and Director Dick Moehl). The DRLPS is currently restoring the DeTour Reef Light located at the eastern end of the Upper Peninsula of Michigan in northern Lake Huron. This lighthouse was built a mile offshore in 1931, and it replaced the onshore DeTour Point Light Station that was established in 1847.

The DRLPS was established in 1998 to restore and preserve the lighthouse. It all started in 1997 when Dick Moehl, President of the Great Lakes Lighthouse Keepers Association, was made aware of the excessing of the DeTour Reef Light by the U. S. Coast Guard, and he subsequently contacted local area residents about saving the lighthouse; and thus, the DRLPS was born on January 4, 1998.

There are numerous handouts on the table here which include: "*The Restoration and Preservation of the DeTour Reef Light*" (a detailed account of the Lighthouse and the Society), to help you in your efforts.

A) BUILDING THE ORGANIZATION

Starting a nonprofit organization is a complex combination of passion, management and legal know-how, and it is being done by average citizens seeking to make a difference in our society. A lighthouse organization generally starts with one person who has a passion for preservation of a lighthouse. This person should write a press release about the lighthouse and the mission, include a photo, and put it in the local newspaper with your contact information for those who will be interested in helping you. Speak to others with conviction about the cause and get their commitment to help.

1) GATHERING PEOPLE WHO CARE

- Who want to contribute to the community in a meaningful way.
- Who want to meet new people and share as a team.
- Who want to learn something new.
- Who do not want to lose the lighthouse.
- Get some ideas from other lighthouse organizations (see Appendix).

- Read about how to start a nonprofit organization (see Appendix).
 - Hold informal discussions of what the plan will be (prior to the formal meeting).
- 2) CREATING THE LEGAL AND OPERATIONAL ENTITY (see Appendix for contact information)

- a) Hold your first formal meeting of founders:
- Pick a name.
 - Develop the organization's Mission Statement.
 - Adopt Bylaws - they govern the internal affairs of the organization, and are filed with the Secretary of State's office to form the corporation.
 - Elect directors and officers.
 - Appoint a Resident Agent – the official agent of the corporation.
 - Make motions to: incorporate your organization, be a 501c3 tax-exempt organization, establish a bank account in the corporation's name.
- b) Obtain a Tax ID number – Form SS-4 Employer Identification Number (EIN) from the IRS. This number is assigned for tax filing and reporting purposes.
- c) Develop, approve and file Articles of Incorporation with the state. States the intended purpose of the organization.
- d) Prepare and file Form 1023 application with the IRS to obtain a 501c3 tax-exempt status as a public charity: (see handout for more detailed information on how to set up a 501c3 organization)
- There are many benefits to being a 501c3 organization including exemption from taxes and eligibility to receive tax-deductible charitable contributions.
 - Be very thorough and do your homework. Excellent publications are available with detailed instructions on how to complete the form. (see Appendix and 501c3 handout).
 - Include Form 8718-User Fee for Exempt Organization Determination Letter Request (up to \$500).
 - Attach your Article of Incorporation papers and bylaws along with promotional material (newspaper articles, press releases, membership brochure, resolutions, letters of support, and photo of your lighthouse).
 - Can take up to 120 days to get approval.
 - Once IRS determination letter is received, make several copies for future use and file original in a safe place. This letter will be required to obtain tax-exempt purchases, and other purposes.
- e) Obtain a Charitable Solicitation License from the state .
- Required for charitable organizations that expect to or actually receive more than \$8,000 from donations. Register within two months of receiving funds for charitable purposes.
- f) Obtain a Raffle License from the state - Required for your fundraising raffles.
- g) Michigan Sales Tax Exemption and Registration
- Apply for Michigan Sales Tax Exemption for purchases made by organization (Form C-3207 – Sales Tax Exemption Application).
 - Apply for License to collect sales tax on sales made by the organization (C-3400 Application for Registration, C-3200 Return for Sales, Use, Withholding Taxes (C-3204 Annual return for Sales, Use and Withholding Taxes).
- h) Obtain Resolutions of Support from your local community government, along with letters of support from your state and federal senators and representatives. Include this material in your 501c3 application, grant applications, etc.

2) ESTABLISHING IDENTITY AND AWARENESS

- a) Develop your organization's branding material – logo, tagline, stationary, membership brochure, memorabilia (see list of DRLPS memorabilia in Newsletter *Passages* in handout), etc.
- b) Develop a database of members, potential members, government contacts, grant organizations, foundations, and publications, to send public relations and membership material to on a regular basis.
- c) Initiate a marketing and promotion campaign. Write a press releases that tells about the lighthouse and your preservation efforts and how people can join the team (include a lighthouse photo) and send out. (See list of suggested places to send press release to in the Appendix.) Press releases are free advertising!

- d) Distribute to the local community - notices, sign-up sheets and brochures to all businesses, community centers, and schools, to obtain community support.
- e) Participate in activities of the lighthouse community. Attend the annual Great Lakes Lighthouse Festival held in Alpena with a booth and display your promotional material and memorabilia, and attend lighthouse conferences like this one, and others.
- f) Hold a lighthouse benefit dinner and make a presentation of the lighthouse and garner support.
- g) Get the word out to local TV and radio stations and ask for an interview. Use a pre-written script for reference during these interviews.
- h) Develop a website for your organization. Link it to other lighthouse websites.
- i) Put your organization's information and events on other websites, such as Travel Michigan (www.travelmichigan.com), local Chamber of Commerce, etc.
- j) Put your brochure in the 13 Travel Michigan Welcome Centers. Contact: <http://travel.michigan.org>, 888-784-7328, Travel Michigan, 300 N. Washington Square, Lansing MI 48913.

3) DEVELOPING HISTORICAL AND FACILITY INTELLECTUAL CAPITAL

- a) See "*Researching the History of Your Lighthouse*" in this conference program.
- b) For DeTour Reef Light and DeTour Point Light, DRLPS has obtained from the U. S. Coast Guard and the National Archives:
 - . 156 architectural and engineering drawings and prepared a detailed annotated spreadsheet
 - . 85 historical photographs
 - . 9,004 pages of logbooks from 1872 through 1965. (CMP grant)
 - . Over 2,000 pages of official Lighthouse Service and Coast Guard correspondence. (CMP grant)
- c) All of our historical material is being captured and packaged on CDs and DVDs for distribution to libraries, lighthouse organizations and DRLPS members. (CMP grant)
- d) Our historical material has been used to create a 120-panel traveling historical display that is regularly housed at the Drummond Island Historical Museum, and copies of logbooks are housed at the DeTour Village Library. (CMP grant)

4) SETTING THE VISION, PLANS AND GOALS

- a) Develop a written description of what success in the next ten years looks like – "*Vision is the ability to see things as they can be – not as they are.*"
- b) Develop a written plan to achieve the vision (5 year firm, 10 year loose).
- c) Develop written goals for tasks, budgets and schedules required to execute the plan (2 year firm, 5 year loose, 10 year SWAG). Prepare a restoration plan (see DRLPS handout).
- d) The plan and goals should include where are you going to get the money needed!
 - . You need a year-over-year plan to generate income for operating expenses.
 - . See "*Fundraising and Funding Sources for Lighthouse Preservation*" in the program of this conference.
- e) Your overall plan should include an "Ownership" strategy and plan.
 - . This should include a plan for how you intend to maintain the facility.
 - . See the various presentations in this conference program on lighthouse ownership.

B) SUSTAINING THE ORGANIZATION

1) PEOPLE AND ORGANIZATIONAL DEVELOPMENT

- a) Hold regular board meetings (6/year) and an annual membership meeting (see Appendix for sources of information).
 - . See the book *Robert's Rules of Orders* for official suggestions on how to run a meeting.

- . Elect officers from your directors at the first meeting of the year.
 - . Membership elects directors at the annual meeting. Send out a ballot to your membership.
- b) The environment and challenges are constantly changing. Regularly reassess plans and goals, and assess whether current board members are right for new environments.
- c) Constantly work at recruiting new blood.
- . Keep a standing list of potential new board members and volunteers.
 - . Volunteers must be personally inspired and persuaded by the organization's leadership.
 - . Being a team player is the most important trait to seek.
- d) Continually work at developing the membership base.
- . Send your promotional material to various groups and individuals.
 - . Keep your members active with annual renewals.
 - . Focus some effort on the under 35 age group – Boy Scouts, school children, etc.
- e) Communicate, communicate, communicate!
- . Regular newsletter and updated website.
 - . Various mailings and event promotions.
 - . Always send a thank you letter!
- f) Unrelenting promotion. Put out press releases on everything to everybody on a regular basis. Market, market, market your effort and vision.

2) MONEY AND FUNDRAISING

- a) Funding Operations: With membership dues, events, memorabilia, and donations. Actively pursuing these sources produces about \$20,000 per year for DRLPS.
- b) Funding Education and History: DRLPS obtained four Michigan Coastal Management Program (MCMP) grants for this matched by our volunteer hours, for a total of \$42,500.
- c) Funding Restoration: Grants DRLPS obtained included: three Michigan Lighthouse Assistance Program (Department of History, Arts and Libraries/State Historic Preservation Office), one Clean Michigan Assistance Program (Department of Environmental Quality), one Transportation Equity Act (TEA21)/Michigan Department of Transportation, one National Trust for Historic Preservation, and funding from DRLPS, for a total of \$1,067,000.
- d) Funding Public Access/Recreation Facility: Grants available from Michigan Natural Resources Trust Fund and the National Park Service Land and Water Conservation Fund.
- e) Funding Long Term Preservation and Maintenance: Tourism, endowment and grants.

3) PROCESSES, MANAGEMENT PRACTICES AND EXECUTION

- a) Do a Business Profile on one page (see DRLPS sample in handout) to give to potential directors, volunteers, members, donors, grant agencies, etc.
- b) Maintain a List of Accomplishments (see DRLPS story in handout).
- c) Establish a good record keeping system with file folders, binders, and computer data files. Be sure to file in a safe place your original Articles of Incorporation, IRS 501c3 determination letter, and other important documents. Make plenty of copies of this material.
- d) Develop and maintain a rigorous accounting and financial reporting system.
- . Develop a detailed chart of accounts.
 - . Accounting should be of industry-recognized standards. DRLPS uses QuickBooks Pro double entry, accrual based.
 - . Report income and expense every month for the Board of Directors review.
 - . Develop an annual budget.
- e) Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.
- . Technically oriented: Legal, financial, administrative, engineering, computers.
 - . Business/management oriented: Marketing, program management, corporate governance, grant writing.

- . People oriented: Connections in communities (local, government, lighthouse, etc.), chief negotiator, goodwill ambassador.
- f) Some examples of DRLPS management practices:
 - . Make sure everyone understands their job – responsibility matrix.
 - . Understand your support base – membership demographics.
 - . Do your homework – line of credit for grants.
 - . Be a learning organization – managing the boat cruise.
 - We do a written report summarizing the boat cruise including information on: revenue, expenses and net profit (see handout); revised responsibility matrix showing who performed all of the required tasks (see handout); an assessment of “things gone wrong/things gone right;” a statement of lessons learned; and what should we do differently or new next year.
 - We analyze the demographics of our “customers” to guide our future marketing of the event.
 - We document our ticket sales history to dimension our status in the current year.
- g) Recognize membership and volunteer efforts with awards, and special recognitions.
- h) Maintain your people databases regularly.
- i) Develop a memorabilia tracking and reporting system.
- j) Keep an up-to-date list of directors, and other key people, equipment (who has what and where), bank account numbers, safe deposit box number, post office box number, license numbers, etc.
- k) Apply for a nonprofit bulk-rate permit (as a 501c3) for reduced rates on mailings (www.usps.com).
- g) Get help from the lighthouse organizations (Michigan Lighthouse Alliance, Michigan Lighthouse Project, and Michigan Lighthouse Fund), and legislative issues currently operating and being developed to help nonprofit lighthouse preservation organizations succeed (see handout).

4) REPORTING REQUIREMENTS

For nonprofit 501c3 corporations, annual reports are due:

- a) IRS Form 990 (due May 15)
- b) Michigan Sales Tax Report (due February 28)
- c) Michigan Solicitation License annual renewal (due June 30)
- d) Michigan Corporation annual renewal (due October 1). Report any changes of address, directors, bylaws, etc. (\$15 annual fee).

CLOSING REMARKS

We would like to thank everyone involved with this important conference on lighthouse preservation: Michigan Lighthouse Project, Michigan Lighthouse Alliance, Michigan Lighthouse Fund, the speakers, donors, volunteers and attendees. And especially to the DeTour Reef Light Preservation Society Board of Directors, membership, donors and agencies who have helped make the DRLPS successful in preserving the DeTour Reef Light as a magnificent monument to Michigan’s maritime history.

We’ll Keep the Light on for You!

Chuck & Jeri Baron Feltner

*38456 S. Seajay Row
Drummond Island MI 49726
906-493-6079
cfeltner@starband.net
jeribaron@aol.com*

APPENDIX

RESOURCES FOR NONPROFIT ORGANIZATIONS

IRS Forms and Publications:

- Internal Revenue Service (IRS) forms and publications, Forms 800-829-3676, questions 800-829-1040, (www.irs.gov/charities/index.html).
- IRS EIN (Employer Identification Number) Form SS-4, 800-829-4933, (www.irs.gov/pub/irs-pdf/iss4.pdf).

Michigan Corporation Papers & Licenses:

- Articles of Incorporation: Michigan Secretary of State, Consumer and Industry Services, Bureau of Commercial Services, Corporate Division, PO Box 30054, Lansing MI 48909, 517-241-6400. (www.michigan.gov/cis) Charitable Solicitation License: Charitable Trust Registration, Department of Attorney General, Charitable Trust Section, PO Box 30214, Lansing MI 48909, 517-373-1152 (www.michigan.gov/ag). This license is required if you plan to solicit funds from the public (renewed annually by June 30).
- Charitable Gaming Raffle License Application. (www.michigan.gov/cg). This is required if you plan to hold a raffle.
- Michigan Sales Tax Exemption and Registration, 517-636-4660, (www.michigan.gov/treasury).

Workshops for Nonprofits:

- Internal Revenue Service (www.irs.gov/charities/article/0,,id=96083,00.html).
- Volunteer Accounting Service Team of Michigan (VAST-MI), gives workshops for “*Hands-on Guidance to Starting and Growing Nonprofit Organizations*,” grant writing, and other topics, 313-674-9620 (www.vastmi.org).
- Michigan Bureau of Commercial Services, Corporation Division, offers a free seminar for new nonprofit officers, directors and members. The seminars are offered monthly from March to October at their office at 2501 Woodlake Circle, Okemos MI, 517-241-6470 (www.michigan.gov/cis/0,1607,7-154-10557_12901-42869--,00.html).

Nonprofit Books:

- The Volunteer Accounting Service Team of Michigan (VAST-MI) produces an excellent manual loaded with useful information for nonprofit groups entitled “*The Michigan Nonprofit Management Manual*” (currently in its fourth edition). Contact: VAST-MI, 18145 Mack Ave., Detroit MI 48224, 313-674-9620 (www.vastmi.org).
- VAST-MI also produces a very useful 45-page booklet “*Getting Started – A Guide to Starting a Nonprofit, Tax-Exempt Organization 501c3 Public Charity in the State of Michigan*,” (www.vastmi.org/pages/gettingstarted.cfm).
- *How to Form a Nonprofit Corporation* 5th Edition by Nolo Press (www.nolo.com)
- *Managing the Non-Profit Organization* by Peter F. Drucker
- *The Not-for-Profit Accounting Field Guide* by Richard F. Larkin
- *Nonprofit Boards: Roles, Responsibilities and Performance* by Diane J. Duca
- National Trust for Historic Preservation, Preservation Books, 202-588-6296, (www.preservationbooks.org).

Foundation Information:

- The Foundation Center is the nation's leading authority on philanthropy and is dedicated to serving grant seekers, grant makers, researchers, policymakers, the media, and the general public. (www.fdncenter.org)

Accounting Information:

- The Management Assistance Program for Nonprofits, 2233 University Avenue West, Suite 360, St. Paul MN 55114, (651) 647-1216, (www.mapnp.org/library/finance/np_fnce/np_fnce.htm) for nonprofit financial information.

Governance Legal Information:

- The Michigan Legislature Website is a free service of the Legislative Internet Technology Team in cooperation with the Michigan Legislative Council, the Michigan House of Representatives, and the Michigan Senate. (www.michiganlegislature.org, search for Nonprofit Corporation Act – Act 162 of 1982).

General Information for Nonprofit Organizations:

- See VAST-MI (www.vastmi.org) above. This group offers a large array of information for all nonprofits
- Michigan Nonprofit Association – a statewide association of nonprofit organizations providing resources and training. (www.mnaonline.org)
- Alliance for Nonprofit Management (www.allianceonline.org).
- Chronicle of Philanthropy is the newspaper of the nonprofit world for charity leaders, fund raisers, grant makers, and other people involved in the philanthropic enterprise. (<http://philanthropy.com>)
- The Peter F. Drucker Foundation for Nonprofit Management, Leader-to-Leader Institute, 320 Park Ave., New York NY 10022, 212-224-1174. (www.pfdf.org)
- Nonprofit information (<http://nonprofit.about.com>).
- Alliance for Nonprofit Management is a professional association of individuals and organizations devoted to improving the management and governance capacity of nonprofits, and to assist nonprofits in fulfilling their mission. (www.allianceonline.org)
- Guidestar.org focuses on facilitating access to information about the operations and finances of nonprofit organizations. Their vision is to create an interactive "marketplace of information" that connects nonprofit organizations, donors, foundations, and businesses. (www.guidestar.org)
- TechSoup connects nonprofits with donated and discounted technology products, and offers nonprofits a resource for technology needs by providing free information, resources, and support. Nonprofits can access donated and discounted technology products, generously provided by corporate and nonprofit technology partners. (www.techsoup.org).
- Nonprofit Risk Management Center, 1130 Seventeenth Street, NW, Suite 210, Washington, DC 20036, 202- 785-3891 (www.nonprofitrisk.org)

HISTORICAL MATERIAL

- National Archives (www.archives.gov/research_room/index.html), lighthouse correspondence, drawings, photographs, and other historical material. Also contact Susan Abbott email: susan.abbott@nara.gov, for questions.
- Historian, U.S. Coast Guard, Robert M. Browning Jr., 2100 Second St. SW, Washington DC 20593, 202-267-2596, Fax 202-267-4309, (www.uscg.mil/hq/g-cp/history/collect.html), lighthouse photographs, and historical documents.
- Woodward Lighthouse Historical Collection, 1892 W. 44th St, Cleveland OH 44113, 216-961-6114 (lampist45@hotmail.com). Lighthouse photographs and history.
- Tom Tag, 6262 Blossom Park Dr., Dayton OH 45449 (email: tatag@worldnet.att.net), for information on lighthouse keepers, lamps, lighthouse history.

GRANT SOURCES

- Michigan Coastal Management Program (MCMP), State of Michigan, Department of Environmental Quality, Land & Water Management Division, PO Box 30457, Lansing MI 48909, 517-335-3168, (www.michigan.gov/deq/0,1607,7-135-3313_3677_3696-11198--,00.html)
- Michigan Lighthouse Assistance Program, Department of History, Arts and Libraries, State Historic Preservation Office, Michigan Historical Center, 702 W. Kalamazoo St., PO Box 30740, Lansing MI 48909, 517-373-1630. (www.michigan.gov/hal)
- National Trust for Historic Preservation, Midwest Regional Office, 53 West Jackson Blvd. Suite 350, Chicago IL 60604, 312-939-5547, email: mwro@ntph.org, (www.nationaltrust.org/about_the_trust/regional/midwest.html).
- National Maritime Heritage Grants Program, National Park Service, National Maritime Initiative, 1849 C Street NW, Room NC400, Washington DC 20240, 202-343-8170, (www.cfda.gov/public/viewprog.asp?progid=477).

- *The Michigan Foundation Directory* available from Council of Michigan Foundations, PO Box 599, Grand Haven MI 49417, 616-842-7080.
- Clean Michigan Initiative, Department of Environmental Quality (CMI) (www.michigan.gov/deq/0,1607,7-135-3307-14332--,00.html).
- Michigan Natural Resources Trust Fund, (www.michigan.gov/dnr/1,1607,7-153-10366_11864---,00.html).
- Heritage Preservation Services, Save America's Treasures, National Park Service, Department of Interior, 202-513-7270, (www2.cr.nps.gov/treasures/contacts.htm).
- National Endowment for the Humanities (www.neh.gov/grants/guidelines/pag.html).

PUBLICATIONS, ORGANIZATIONS & PEOPLE TO SEND YOUR PRESS RELEASES TO

- Send PR to your local and regional newspapers & magazines.
- Send PR to your local businesses, community centers, and schools.
- Michigan Lighthouse Project, Steve Belko, Manager, Steve Belko, Ph.D., 11 North Main St., Clarkston MI 48346-1515, (248) 625-3607, (248) 625-0439 (fax), E-mail: Belko.mlp@voyager.net, (www.michiganlighthouse.org).
- Michigan Lighthouse Alliance, c/o Stefanie Staley, President, PO Box 43, Northport MI 49670, 231-386-7195, email: gtlthse@gtii.com, (www.michiganlighthouse.org).
- Michigan Lighthouse Fund, Kirk Lindquist, PO Box 23203, Lansing MI 48909, 517-373-5005, email: klindqu@house.mi.gov, (www.michiganlighthouse.org).
- *Beacon*, Great Lakes Lighthouse Keepers Association, PO Box 219, Mackinaw City MI 49701, 231-436-5580 (www.gllka.com).
- Great Lakes Lighthouse Festival, 7406 U.S. 23 North, Alpena MI 49707, 989-595-3632, (www.lighthousefestival.org).
- *Lighthouse Digest*, PO Box 1690, Wells, Maine 04090, 800-627-6247, (www.LighthouseDigest.com).
- American Lighthouse Foundation (ALF), PO Box 889, Wells, Maine 04090, 207-646-0245 (www.lighthousefoundation.org).
- American Lighthouse Coordinating Committee (ALCC), Candace Clifford email: jcclifford@earthlink.com, (www.alcc.info).
- Lake Carrier's Association Newsletter, 614 Superior Ave W, 915 Rockefeller Bldg., Cleveland OH 44113, 216-621-1107, email ggn@lcaships.com, (www.lcaships.com).
- Association for Great Lakes Maritime History Newsletter, Bob O'Donnell, 75 Maritime Drive, Manitowoc WI 54220, 920-469-3460, odonnell521@aol.com, (www.aglmh.org).
- *Michigan-Out-Of-Doors*, Michigan United Conservation Clubs, PO Box 30235, Lansing MI 48909, 800-777-6720, (www.mucc.org/contactus.html).
- *Keeper's Log*, United States Lighthouse Society, 244 Kearney St., 5th Floor, San Francisco CA 94108, 415-362-7255, (www.uslhs.org).
- *Great Lakes Seaway Review & Great Laker*, 221 Water St., Boyne City MI 49712, 800-491-1760, email: harbor@harborhouse.com, (www.greatlakes-seawayreview.com, and www.greatlaker.com).
- *Inland Seas*, Great Lakes Historical Society, 480 Main St., PO ox 435, Vermilion OH 44089-0435, 800-893-1485, (www.inlandseas.org).
- *Michigan History*, PO Box 30741, Lansing MI 48909, 517-373-3703, (www.michiganhistorymagazine.com).
- *Sea History*, National Maritime Historical Society, 5 John Walsh Blvd., Peekskill NY 10566, 914-737-7878, (www.seahistory.org).
- *Forum*, National Trust for Historic Preservation, 1785 Massachusetts Ave NW, Washington DC 20036, 202-588-6000, (www.nationaltrust.org).

- *Michigan Living Magazine*, AAA, One Auto Club Drive, Dearborn MI 48126, (www.autoclubgroup.com/michigan/travel/michigan_living).
- National Lighthouse Museum, One Lighthouse Plaza, Staten Island NY 10301, 718-556-1681, (www.lighthousemuseum.org).
- National Maritime Initiative, National Park Service, PO Box 37127, Washington DC 20013-7127, 202-343-9508, (www.cr.nps.gov/maritime).
- Historian, U.S. Coast Guard, Robert M. Browning Jr., 2100 Second St. SW, Washington DC 20593, 202-267-2596, Fax 202-267-4309, (www.uscg.mil/hq/g-cp/history/collect.html).
- Commander, U.S. Coast Guard, Ninth District, 1240 E. Ninth St., Cleveland OH 44199, 216-902-6001, (www.uscg.mil/d9/uscgd9.html).
- World Lighthouse Society, (www.worldlighthouses.org).
- Your local US Coast Guard.
- U.S. General Services Administration (GSA), Property Disposal Division, 18th & F Streets NW, Room 4230, Washington DC 20405, 202-501-3289, (www.gsa.gov).
- U.S. General Services Administration, Great Lakes Region, Room 3700 230 South Dearborn St., Chicago IL 60604, 312-353-5395. (www.gsa.gov).
- Bureau of Land Management, Eastern States Region, Milwaukee Field Office, 310 W. Wisconsin Ave., Suite 450, Milwaukee WI 53203, 414-297-4400, (www.blm.gov/nhp/index.htm).
- State Historic Preservation Office, PO Box 30740, Lansing MI 48909, 517-373-1630, (www.michigan.gov/hal).
- Your local government mayor and council.
- Your state and federal senators and representatives.
- Governor Jennifer Granholm, State Capitol, PO Box 30013, Lansing MI 48909, 517-373-3400, (www.michigan.gov).
- President of the United States, The White House, 1600 Pennsylvania Avenue NW, Washington DC 20500, (www.whitehouse.gov/president).
- See the Lights (www.terrypepper.com).
- Upper Peninsula of Michigan's Maritime Trail (www.upmaritimetrail.org).

###

Building and Sustaining a **Volunteer** Nonprofit Lighthouse Preservation Organization



by

Jeri Baron Feltner, Secretary

and

Dr. Charles E. Feltner, President

DeTour Reef Light Preservation Society

Presented at the Great Lakes Regional Lighthouse Conference

Keep the Lights On! - Traverse City MI • June 3, 2004

Sponsored by The Michigan Lighthouse Alliance & The State Historic Preservation Office

Where We Are

Location of the DeTour Reef Light

**Northern Lake Huron at the eastern end
of Michigan's Upper Peninsula**



GATEWAY TO SUPERIOR

The Lighthouses of DeTour Passage



DeTour Point Light in 1913

**Built in 1847 onshore
at DeTour Point
Rebuilt in 1861
(Same as Whitefish Point Light)**



DeTour Reef Light in 1997

**Built in 1931 a mile offshore
from the DeTour Point Light
Automated in 1974**

DeTour Reef Light



Being built in 1931

Public tours of the lighthouse
are planned for 2005.

See the Light!

www.DRLPS.com



Being restored in 2003

DRLPS – Experiences in Achieving Our Vision

Building the Organization

- Gathering the people who care
- Creating the Legal Entity
- Establishing Identity and Awareness
- Developing Historical and Facility Intellectual Capital
- Setting the Vision, Plans and Goals

Sustaining the Organization

- People and Organizational Development
- Money and Fundraising
- Processes, Management Practices and Execution

Building the Organization

Gathering the People Who Care

- About contributing to the community in a meaningful way.
- About meeting new people.
- About learning something new.
- About not losing the lighthouse.

Creating the Legal Entity

- Hold your first formal meeting of founders.
 - Pick a name, mission statement, adopt bylaws, elect directors and officers, pick a resident agent, motions to incorporate and be a 501c3, open bank account, etc.
- Obtain a Tax ID number (EIN).
- Develop, approve and file Articles of Incorporation.
- File to become a public charity (501c3).
- Obtain a Charitable Solicitation License.
- More information in handout.

Establishing Identity and Awareness

- Society branding
 - Develop a logo and tag line to identify your organization along with stationary, membership cards, memorabilia.
- Initiate a marketing and promotion campaign
 - Press releases to publications, organizations, etc.
- Local community notices and sign-up sheets.
- Participate in activities of the lighthouse community.
- Benefit dinner with presentation of the lighthouse.

Developing Historical & Facility Intellectual Capital

- See “*Researching the History of Your Lighthouse*” in this Conference Program.
- For DeTour Reef Light and DeTour Point Light, DRLPS has obtained and catalogued:
 - 156 architectural and engineering drawings.
 - 85 historical photographs.
 - 9,004 pages of logbooks from 1872 through 1965. (CMP grant)
 - Over 2,000 pages of official Lighthouse Service and Coast Guard correspondence. (CMP grant)
 - 7 one-hour long oral histories on video (former keepers and others associated with the lighthouse). (CMP grant)
- Document the existing condition of your facility (see “*Completing a Historic Structures Report*” in this conference program).
 - Performed by Cullen Chambers of Tybee Island Light

Developing Historical & Facility Intellectual Capital (continued)

- The historical material has been used to create a 120 panel traveling educational display that is regularly housed at the Drummond Island Historical Museum. (CMP grant)
- Logbook copies were placed in the DeTour Village library for public use. (CMP grant)
- All of this material is being captured and packaged on CDs and DVDs for distribution to libraries, lighthouse organizations and DRLPS members. (CMP grant)

Setting the Vision, Plans and Goals

- Develop a written description of what success in the next 10 years looks like
 - “*Vision is not seeing things as they are - but as they will be.*”
- Develop a written plan to achieve the vision (5 year firm, 10 year loose).
- Develop written goals for tasks, budgets and schedules required to execute the plan (2 year firm, 5 year loose, 10 year SWAG).
- The plan and goals should include where are you going to get the money needed!
 - You need a year-over-year plan to generate income for operating expenses.
 - See “*Fundraising and Funding Sources for Lighthouse Preservation*” in the program of this conference.
- Your overall plan should include an “Ownership” strategy and plan.
 - This should include a plan for how you intend to maintain the facility.
 - See the various presentations in this conference on lighthouse ownership.

DRLPS – Experiences in Achieving Our Vision

Building the Organization

- Gathering the people who care
- Creating the Legal Entity
- Establishing Identity and Awareness
- Developing Historical Intellectual Capital
- Setting the Vision, Plans and Goals

Sustaining the Organization

- People and Organizational Development
- Money and Fundraising
- Processes, Management Practices and Execution

Sustaining the Organization

People and Organizational Development

- Hold regular board meetings (6/year) and an annual membership meeting.
- The environment and challenges are constantly changing.
 - Regularly reassess plans and goals.
 - Assess whether current board members are right for new environments.
- Constantly work at recruiting new blood.
 - Keep a standing list of potential new board members and volunteers.
 - Volunteers must be personally inspired and persuaded by the organization's leadership.
 - Being a team player is the most important trait to seek.

People and Organizational Development...(continued)

- Continually work at developing the membership base.
 - Focus some effort on the under 35 age group (GLLKA Boy Scouts, school children).
- Communicate, Communicate, Communicate!
 - Regular newsletter and updated website.
 - Various mailings and event promotions.
- Unrelenting Promotion.
 - Put out press releases on everything to everybody.

Money and Fundraising

(see “Fundraising & Funding Sources for Lighthouse Preservation” at this Conf.)

- Funding Operations
 - membership, events, memorabilia, donations
 - above sources of income generate \$20,000 annual gross profit
- Funding Education and History
 - Coastal Management Program (4 @ \$42,500 total)
- Funding Restoration
 - MLAP (3), CMI (1), TEA-21 (1), NTHP (1), DRLPS (4)
 - Total of \$1,067,000
- Funding Public Access/Recreation Facility
 - Michigan Natural Resources Trust Fund
 - NPS Land and Water Conservation Fund
- Funding Long Term Preservation & Maintenance
 - tourism, endowment, grants
- The Issue is the Source of Required Matching Funds

Processes, Management Practices and Execution

- Do a business profile on one page (handout).
- Maintain a list of accomplishments (handout).
- Establish a good record keeping system.
- Develop and maintain a rigorous accounting and financial reporting system.
- Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.
- Some examples of DRLPS management practices:
 - Make sure everyone understands their job - responsibility matrix
 - Understand your support base - membership demographics
 - Do your homework - line of credit for grants
 - Be a learning organization - managing the boat cruise

Processes, Management Practices and Execution

- Do a business profile on one page (handout).
- Maintain a list of accomplishments (handout).
- Establish a good record keeping system.
- • **Develop and maintain a rigorous accounting and financial reporting system.**
- Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.
- Some examples of DRLPS management practices:
 - Make sure everyone understands their job - responsibility matrix
 - Understand your support base - membership demographics
 - Do your homework - line of credit for grants
 - Be a learning organization - managing the boat cruise

Develop and Maintain a Rigorous Accounting and Financial Reporting System

- Chart of Accounts
 - number, name, type, description
 - what triggers the booking of a transaction?
- Accounting
 - single entry, cash based
 - double entry, accrual based
 - Fund based (operating, maintenance, grants, endowment, etc.)
 - QuickBooks Pro
- Reporting
 - income and expense statement every month
 - fund balance sheet every board meeting (6 times per year)
 - we prepare a draft of the IRS 990 - Accountant finalizes
- Develop an annual budget

Processes, Management Practices and Execution

- Do a business profile on one page (handout).
- Maintain a list of accomplishments (handout).
- Establish a good record keeping system.
- Develop and maintain a rigorous accounting and financial reporting system.
- • **Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.**
- Some examples of DRLPS management practices:
 - Make sure everyone understands their job - responsibility matrix
 - Understand your support base - membership demographics
 - Do your homework - line of credit for grants
 - Be a learning organization - managing the boat cruise

Some Desirable Expertise and Skills of Board Members and Volunteers for **Execution** of Programs & Tasks

- Technically Oriented
 - legal
 - financial
 - administrative
 - engineering
 - computers
- Business/Management Oriented
 - marketing
 - program management
 - corporate governance
 - grant writing
- People Oriented
 - connections in communities (local, government, lighthouse, etc.)
 - chief negotiator
 - goodwill ambassador

Processes, Management Practices and Execution

- Do a business profile on one page.
- Maintain a list of accomplishments.
- Establish a good records keeping system.
- Develop and maintain a rigorous accounting and financial reporting system.
- Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.
- Some examples of DRLPS management practices:
 - ➔ – **Make sure everyone understands their job - responsibility matrix**
 - Understand your support base - membership demographics
 - Do your homework - line of credit for grants
 - Be a learning organization - managing the boat cruise

Make Sure Everyone Understands Their Job

A Partial Responsibility Matrix

DRLPS BOAT CRUISE RESPONSIBILITY MATRIX														
Sunday, June 16, 2003														
														Primary Responsibility
														Secondary Responsibility
RESPONSIBILITY	Jeri Feltner	Chuck Feltner	Jim Charles	Bette Walker	Ken Walker	Paula Bardsley	Dave Bardsley	Carol Melvin	Clif Haley	Anne O'Connell	Bonnie Macintosh	Sharon Muench	Wayne Sapulski	
TRIP OPERATIONS														
Be the Trip Operations manager	Primary													
Manage car parking					Primary									
Hand out name tags	Primary	Secondary												
Collect tickets						Primary				Secondary				
Handle cash prize and door prize drawings	Primary									Secondary				
Sell memorabilia items on boat			Primary							Secondary				
Narrate the cruise & MC		Primary											Secondary	
Sell raffle tickets						Primary		Primary			Primary	Primary		
Sell 50-50 tickets				Primary										
Prepare event report	Primary	Secondary												

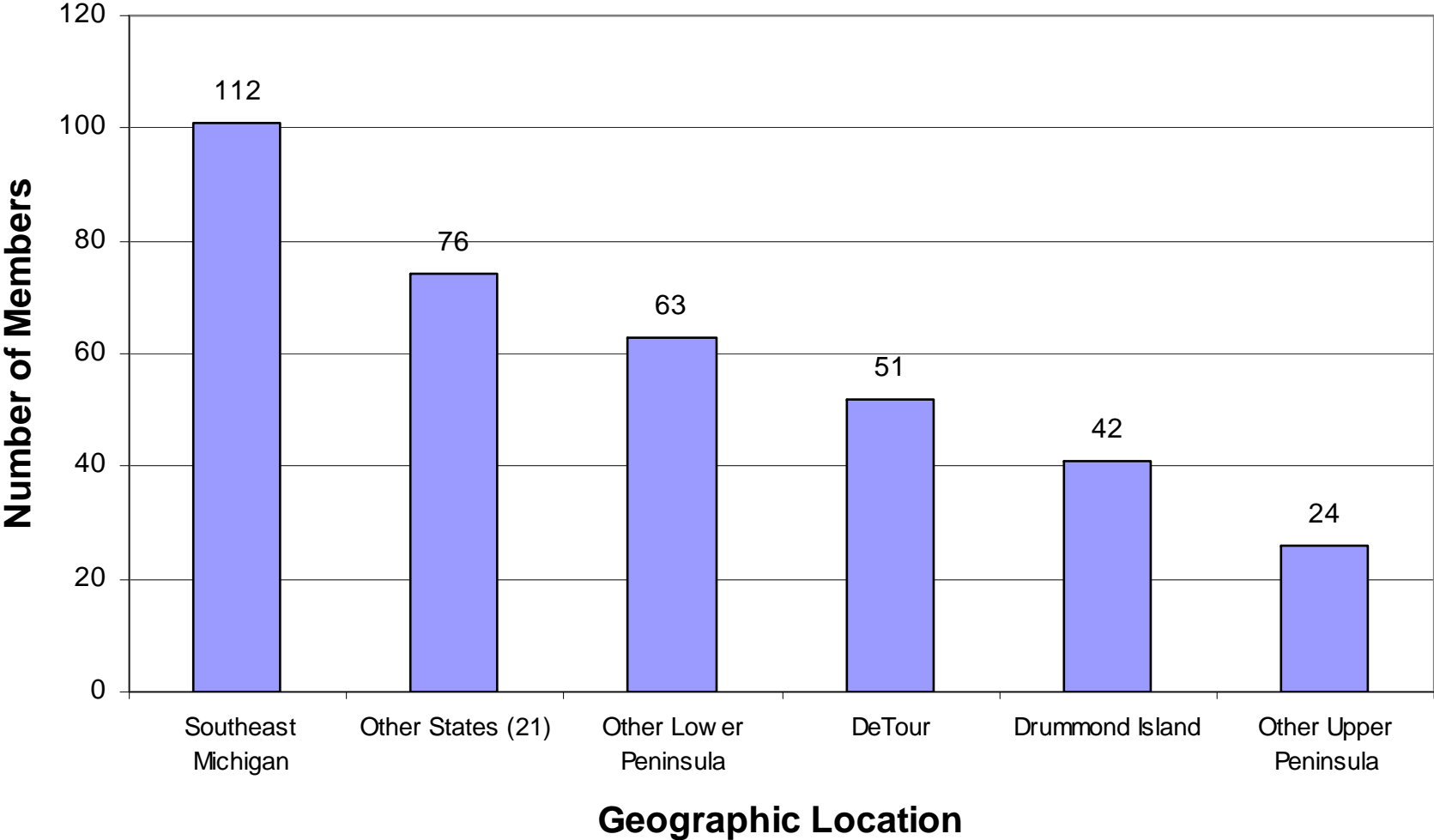
See handout for a complete version of this responsibility matrix.

Processes, Management Practices and Execution

- Do a business profile on one page.
- Maintain a list of accomplishments.
- Establish a good records keeping system.
- Develop and maintain a rigorous accounting and financial reporting system.
- Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.
- Some examples of DRLPS management practices:
 - Make sure everyone understands their job - responsibility matrix
 - ➔ – **Understand your support base - membership demographics**
 - Do your homework - line of credit for grants
 - Be a learning organization - managing the boat cruise

DRLPS Membership Demographics

(Total Members as of May 2004 = 368)

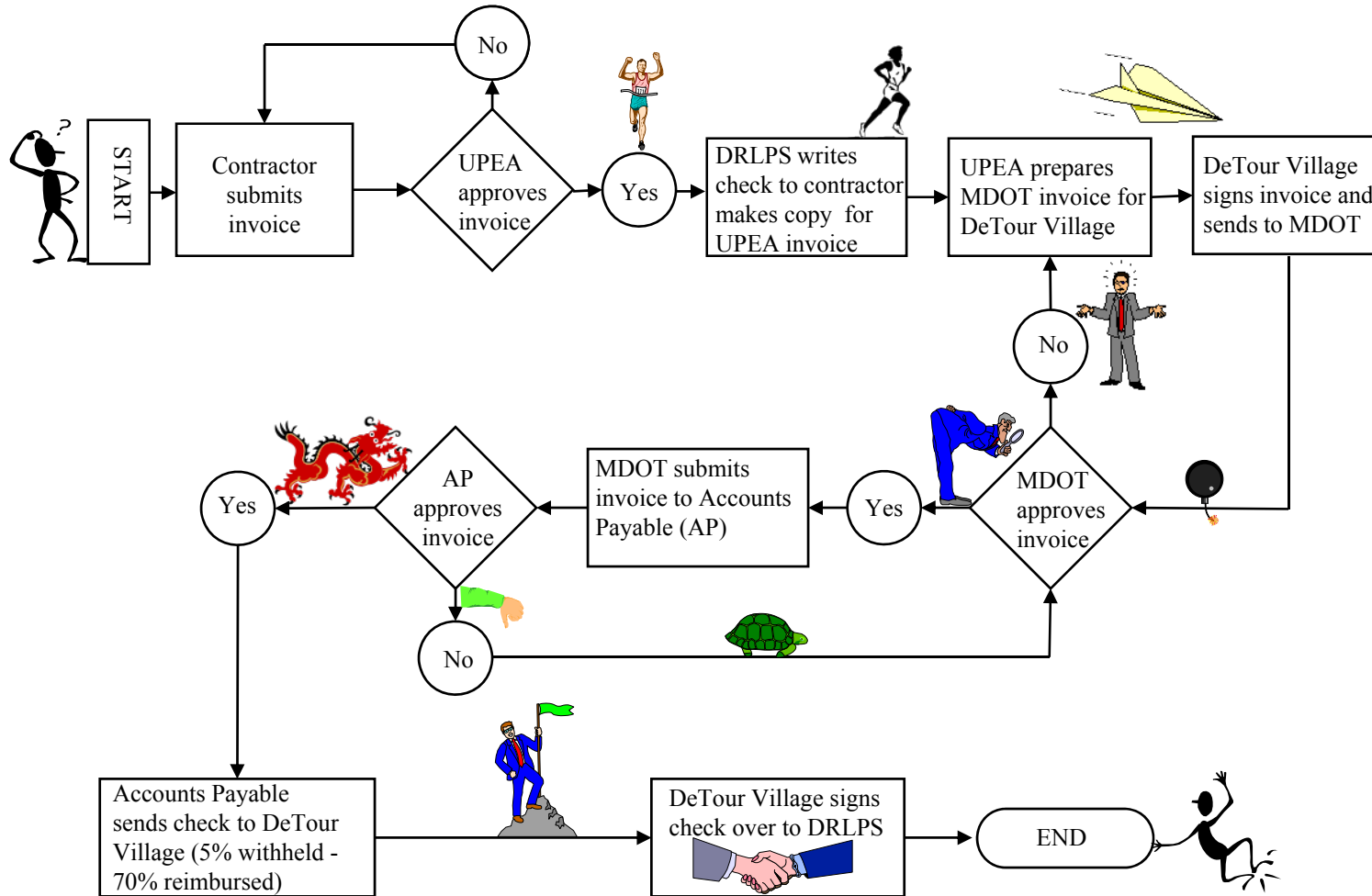


Processes, Management Practices and Execution

- Do a business profile on one page.
- Maintain a list of accomplishments.
- Establish a good records keeping system.
- Develop and maintain a rigorous accounting and financial reporting system.
- Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.
- Some examples of DRLPS management practices:
 - Make sure everyone understands their job - responsibility matrix
 - Understand your support base - membership demographics
 - ➡ – **Do your homework - line of credit for grants**
 - Be a learning organization - managing the boat cruise

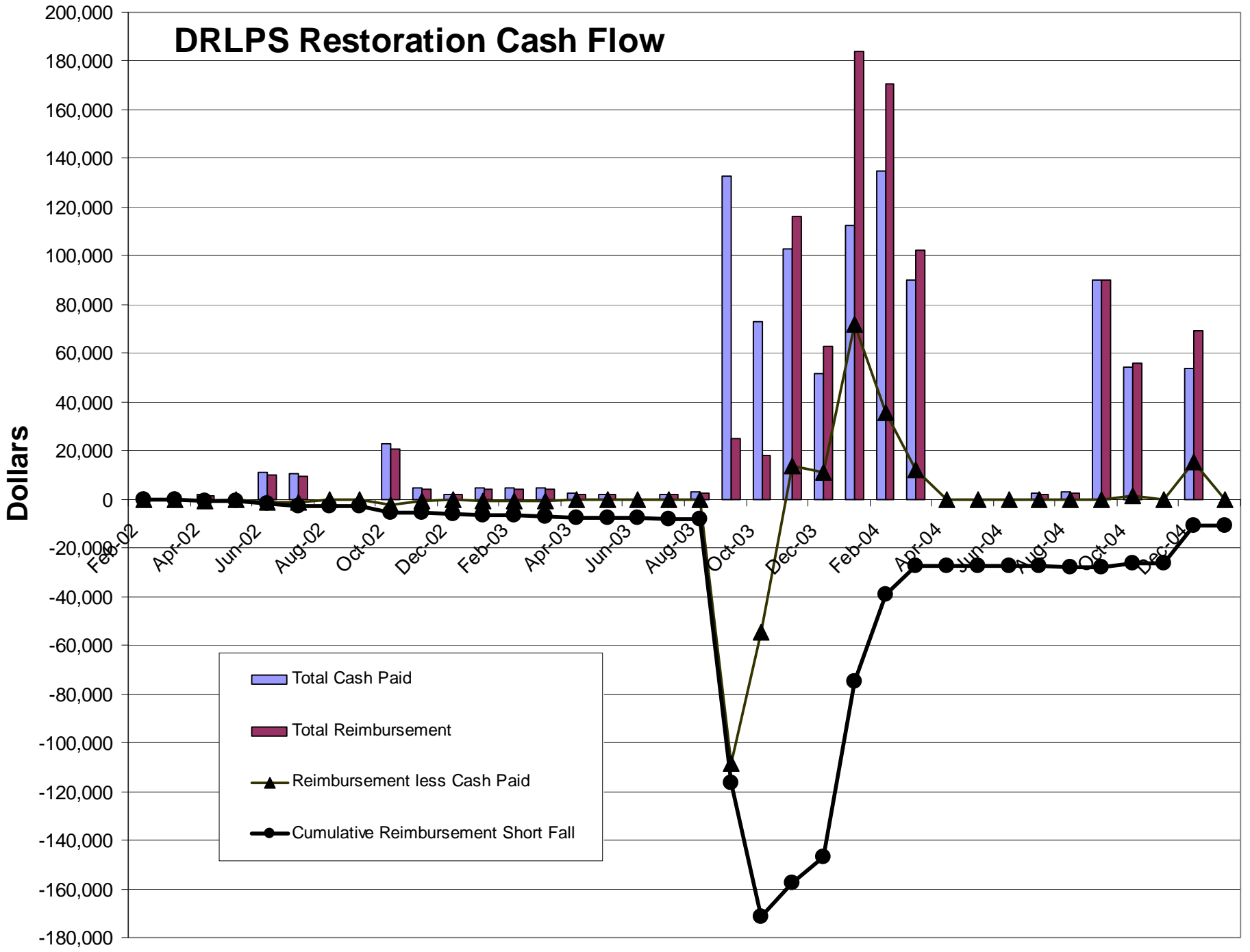
Invoice Payment and Reimbursement Process for MDOT Grant

Prepared by Chuck Feltner, DeTour Reef Light Preservation Society, Aug. 17, 2002

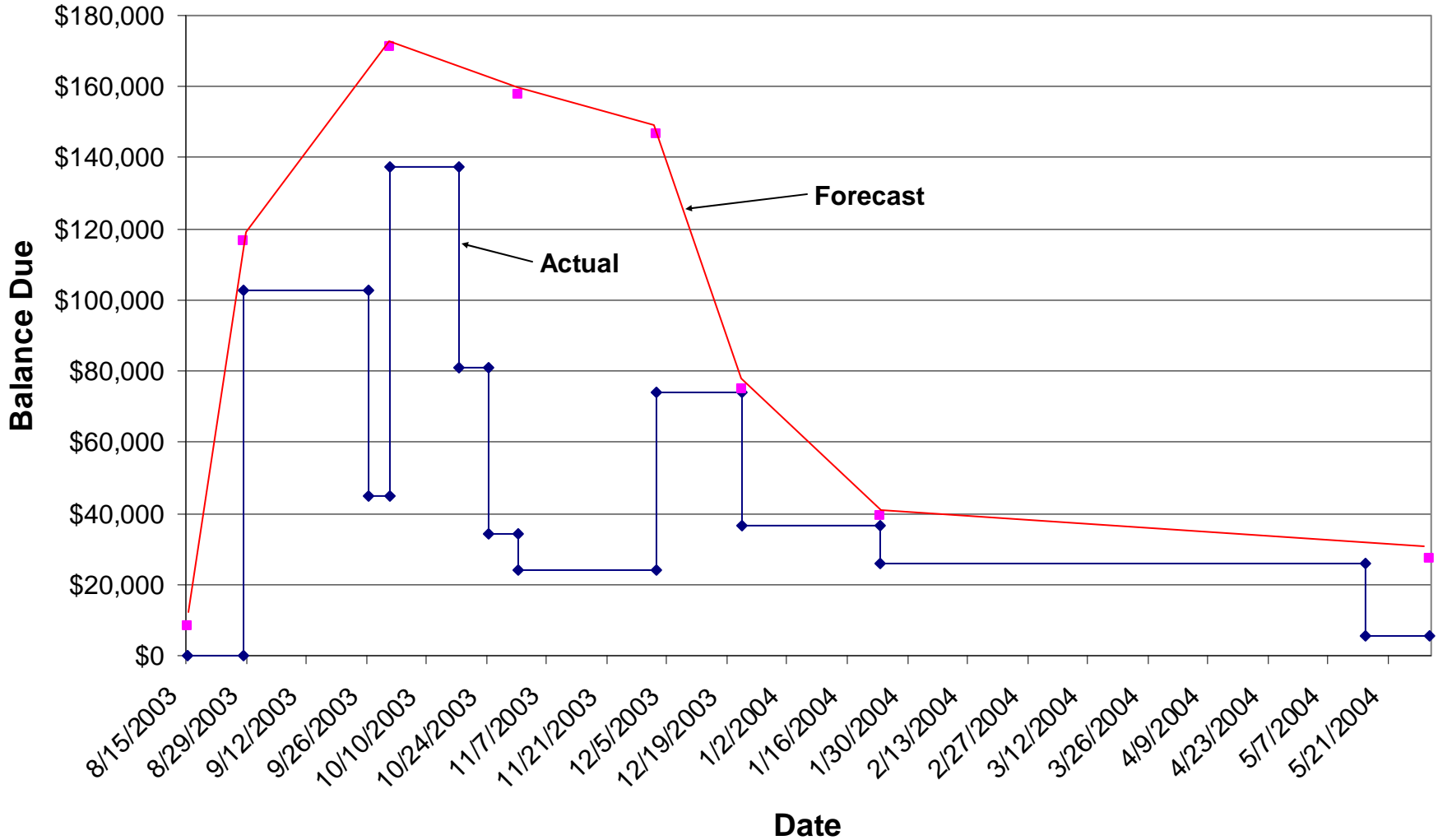


Estimated total processing time is 6 weeks to 60 days

DRLPS Restoration Cash Flow



Line of Credit at First National Bank of St. Ignace



Processes, Management Practices and Execution

- Do a business profile on one page.
- Maintain a list of accomplishments.
- Establish a good records keeping system.
- Develop and maintain a rigorous accounting and financial reporting system.
- Put together a board and volunteers who have the right expertise and skills to execute programs and tasks.
- Some examples of DRLPS management practices:
 - Make sure everyone understands their job - responsibility matrix
 - Understand your support base - membership demographics
 - Do your homework - line of credit for grants
 - ➔ – **Be a learning organization - managing the boat cruise**

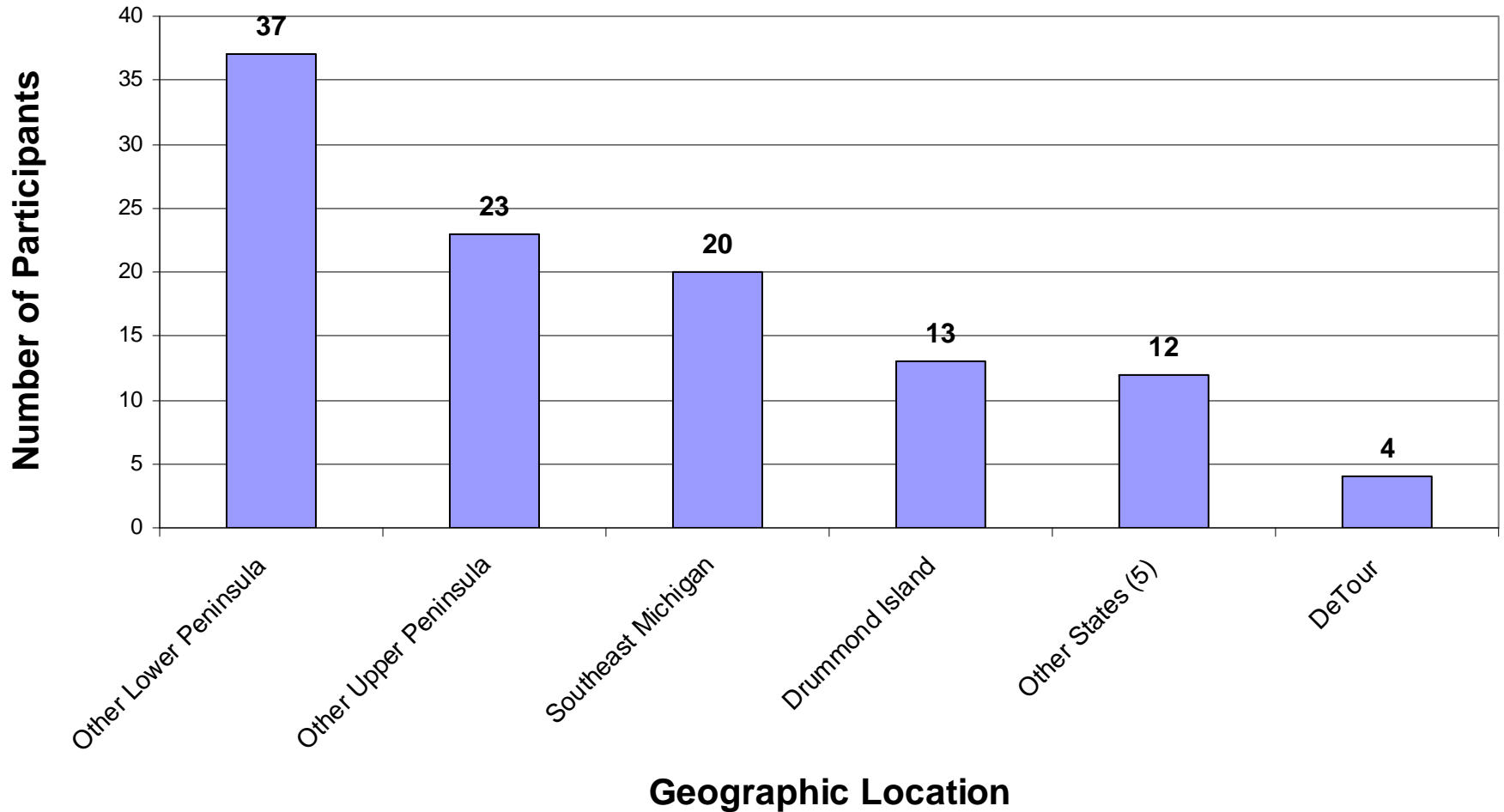
Be a Learning Organization

Managing the Boat Cruise

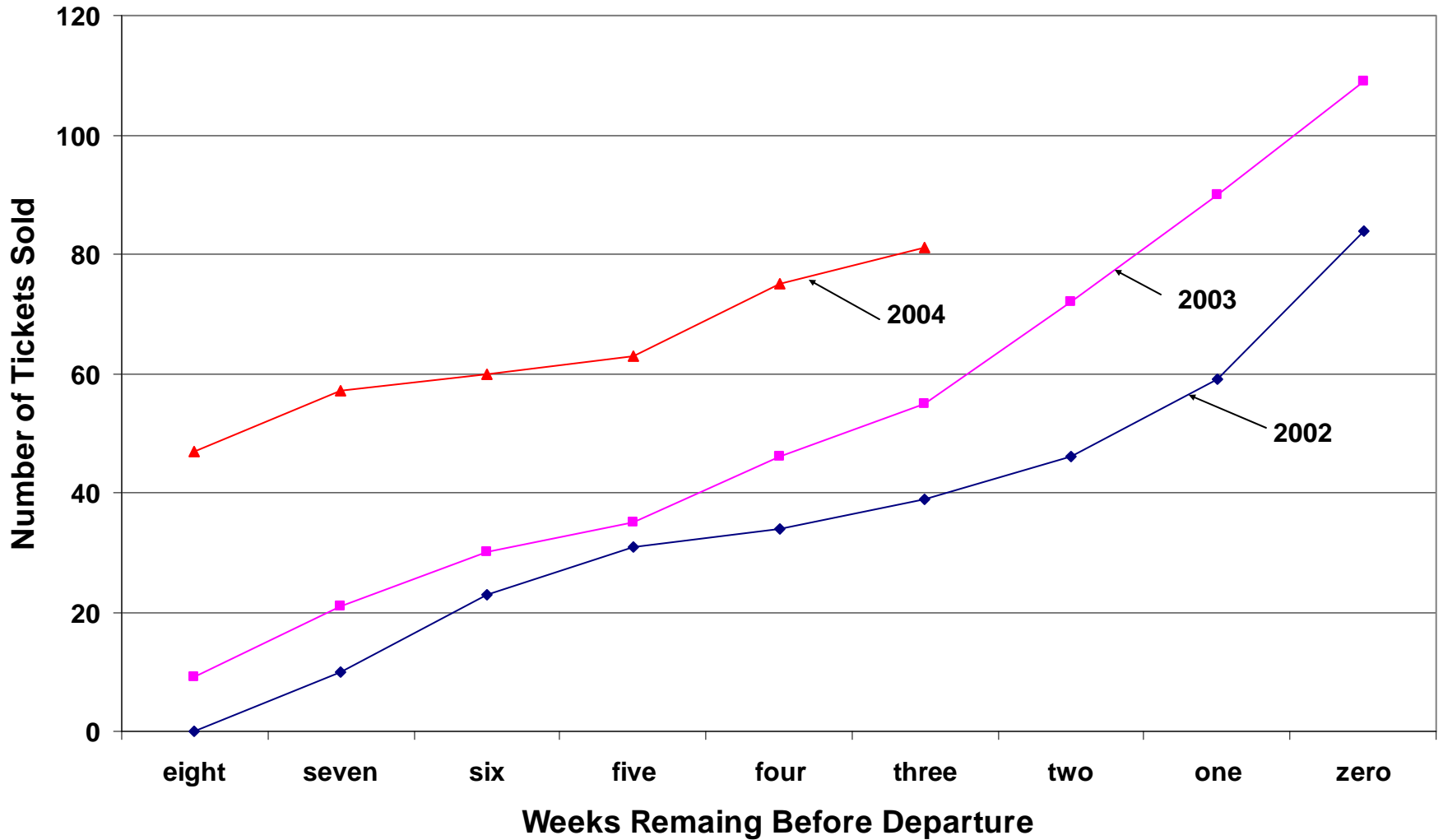
- We do a written report summarizing the boat cruise including information on:
 - Revenue, expenses and net profit (handout)
 - Revised responsibility matrix showing who performed all of the required tasks (handout)
 - An assessment of “things gone wrong/things gone right”
 - A statement of **lessons learned**
 - What should we do differently or new next year
- We analyze the demographics of our “Customers” to guide our future marketing of the event.
- We document our ticket sales history to dimension our status in the current year.

Demographics of DRLPS Boat Cruise Participants

109 Total Participants, June 15, 2003



Boat Cruise Ticket Sales History



DRLPS – Experiences in Achieving Our Vision

Building the Organization

- Gathering the people who care
- Creating the Legal Entity
- Establishing Identity and Awareness
- Developing Historical and Facility Intellectual Capital
- Setting the Vision, Plans and Goals

Sustaining the Organization

- People and Organizational Development
- Money and Fundraising
- Processes, Management Practices and Execution



ACHIEVEMENT

YOU CAN DO ANYTHING YOU SET YOUR MIND TO WHEN YOU HAVE VISION,
DETERMINATION, AND AN ENDLESS SUPPLY OF EXPENDABLE LABOR.



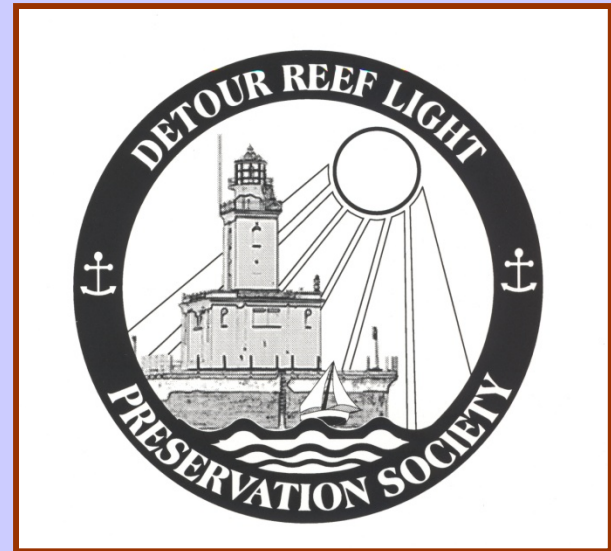
ARROGANCE

THE BEST LEADERS INSPIRE BY EXAMPLE. WHEN THAT'S NOT AN OPTION,
BRUTE INTIMIDATION WORKS PRETTY WELL, TOO.

THANK YOU!

To everyone involved with this important conference on lighthouse preservation.

- Michigan Lighthouse Project
- Michigan Lighthouse Alliance
- Michigan Lighthouse Fund
- Speakers, Attendees, Volunteers
- And to the DRLPS



We'll Keep the Light on for You!

Chuck & Jeri Baron Feltner