

FirePony Creative Society Board of Directors Retreat

March 29-31, 2019

Location: 18 Booker Road, Delta, PA 17314, United States

In Attendance: All Sitting Board Members.

- David “Karnak” Dugard
- Greg “Gandhi” Goodman
- Millie McMillan
- Caitlin O’Dwyer - incoming Secretary
- Ursula Sadiq – Treasurer, incoming President
- Patty Simonton – President
- Bryan Boru “Soapbox” Straube
- Christopher “M4” Venghaus - incoming Treasurer

The retreat was in a (mostly) quiet country house about an hour outside Baltimore, near the Maryland-Pennsylvania line. The Board used this time to gel as a team, to become more aware of each other’s communication styles and passions, and to learn how to work together more effectively. There was a packed working agenda appended below, that covered topics including governance, events, new art initiatives and more.

As outgoing board president, Patty Simonton facilitated the meeting. As now incoming Secretary, Caitlin O’Dwyer kept notes and action items.

Key items voted on and approved during the retreat:

- Installing Caitlin O’Dwyer as Secretary
- Approval of Community Art and Civic Engagement (CACE) program as a whole existing (three parts, details below)
- Approval of the CACE grant program launching
- Restart Land purchase discussion starting with a feasibility study

Key Action Items that came from the meeting:

- Create a retreat report (i.e. this document) - Ursula
- Finalize ByLaw updates - Patty, Ursula
- Finalize official Regional Status of PDF, Constellation - Ursula, Caitlin, Millie
- Update and post Social Media guidelines - Millie
- Update Trello, assign tasks, label according - M4
- Schedule Land Committee Meeting - Boru, Gandhi
- Get CACE info on FirePony.org - Millie, Patty, Caitlin
- Schedule next CACE meeting, including invitation of new (potential) members - Millie, Patty
- Make an inventory plan - Karnak

After a team building/ice breaker conversation of Friday night, the board meeting started Saturday morning with review of the Burning Man Meeting Protocols and Best Practices, appended to this document in Appendix 1. We covered what being present looks like and what is each board member's communication style.

- *Ursula - short to the point direct; time for socializing is later. Just wants the conclusion.*
- *M4 - similar to Ursula. Simplify things to basic concepts. Not a time filler.*
- *Boru - Presumes that he needs to share the train of thought. Tries to be direct. Can get wordy in order to show his evolution of thought.*
- *Karnak - Technical. Can be distracting if he diverges from technical.*
- *Caitlin - Try to be to the point. Willing to re-explain.*
- *Millie - Assertive. Thinks while talking. Can go passive when done with that conversation*
- *Ghandi - No preferences from other people. Takes a minute to decide how much and which pieces of a thought need to be presented. Exploratory vs Explanatory*

We also discussed “*What does productive conflict look like to you?*” Productive conflict includes these items:

- Acknowledge that there is no “wrong” or attacking.
- Assume the best in the other person. We all have the same goal.
- Dialogue vs Debate.
- Listen to learn.
- Take others seriously.
- Examine your own assumptions.
- Ask questions to clarify.

The team then reviewed the Board commitment letters, which are signed annually to document each board member’s commitment to the organization. The members of the FirePony board agree to meet the following expectations:

- Be familiar with board meeting minutes, organization bylaws, and annual reports prior to joining the team
- Board meeting minutes can be found here: <https://firepony.org/about/board-meeting-minutes/>
- Financial reports can be found here: <https://firepony.org/about/financials-and-reporting/>
- Sign an annual contract agreeing to duties and expectations
- Agree to have your full real name listed on the FirePony.org website
- Dedicate a minimum of 12 - 24 hours per month to board and FPCS activities
- Commit to a 3 year term. Can be renewed for a maximum of a 6 year term

- I've been a member of the FPCS Board of Directors since: <info on signers term month/year>
- I expect my current term to end: <info on signers term month/year>
- Prepare for and attend monthly board conference calls
- Prepare for and attend committee meetings, including but not limited to Planning Committee for PDF and/or Planning Team calls for Constellation (at least one BOD member per call)
- Cast votes on important FPCS organization and governance matters as necessary.
- Attend the annual board retreat
- Read and participate in all board communications in a timely manner, within 24 hours, unless on vacation
- Use online tools and resources to communicate, manage tasks, and stay current on goings on between meetings
- Actively serve on a minimum of two committees, representing the board
- Work on additional projects outside of meetings
- Notify fellow Board members should I not be able to attend to my Board responsibilities due to any reason as soon as possible.
- Be active in strategic planning for short and long term goals
- Participate in interviews for all board member nominees
- Serve as an ambassador for FPCS organization in your local communities.

All board members whose terms do not expire this year have signed the commitment agreement. These agreements are filed on our google drive.

Bylaw Discussion:

A significant time was spent reviewing the bylaws, last updated 10/7/2013, which have become dated over the past number of years. We made a number of updates to reflect current organizational status. This included increasing the minimum number of board members to 3 (from 1), updating the term limits for board members and for officers to 3 years and 2 years respectively, clarification of annual meeting and regular board meeting requirements, location of principal office requirements and the keeping of records stipulations.

Outstanding issues are around clarifying committee meeting rules and scope, and getting clarity on the Indemnification and Insurance clause. Once these additional items are finished, the Board will vote on the bylaw changes. After which, the new bylaws will be filed with the State of Maryland under our articles of incorporation and updated bylaws will be linked on the Firepory.Org website.

Bylaws are here: https://firepony.org/wp-content/uploads/2018/08/PDF_Bylaws-2013_10_7.pdf

State of the FirePony Creative Society Organization

Following that scintillating and extended discussion of bylaws, we moved into discussing the state of the organization. Each board member was asked to share their perception of the state of FirePony Creative Society.

As a group, we felt that over the past 18 months, the organization has gone through a huge rebuilding effort. The first Constellation 2017 was a relatively small burn, mostly built of strong dedicated burners and as such was an amazing burn. After a year of not hitting our ticket cap, Constellation 2018 and now PDF 2019 sold out, and we are branching into new initiatives around community arts and civic engagement. We continue to have a huge future upside potential. The two events run separately, which is both a strength and a challenge. There is at times duplication of effort or lack of knowledge transfer. However, there is also less burnout potential, the ability to learn and try different approaches, and the cross pollinate best practices. We still have a fair number of people who are in leadership at both events, but we expect that to lessen as time progresses.

The Board is currently highly functioning and the most effective board ever for this organization, that is vested in the long term health FPCS. Looking back, we are proud of what we have accomplished in the past 18 months. We think we have solid policies and ability to address community issues. That said, we are about to lose two of our longest serving members, we are relatively anonymous and easy to scapegoat for any challenge or failure, and we have many more things we wish to do than currently have board members to do them.

Some areas we identified as needing attention include getting better about managing our assets, both in physical inventory and our digital tools. We have concerns around our acculturation efforts, and particularly around volunteerism.

We also identified that there is tension in the community, fueled by social media. Our attempts at communication don't always hit the mark. We see a fractious and disgruntled vein which we have yet to address effectively despite ongoing attempts.

For each of these concerns, we had ideas on how to address them. Tactically we agreed that we have good tools, that art policy/consent policy are excellent responses to a problem, and it is important to keep policies as living documents. We will start pursuing humanizing the board, starting with pictures and bios on the website. We will get more clear data on volunteerism and start surveying on attitudes and what would motivate more involvement and understanding of our vision. We again floated ideas of town halls, of creating a membership model, surveys, feedback forms and thoughts about ways to amplify our messaging around arts, extra-burn activities, setting our own tone inline yet distinct for the Burning Man organization, and community building and inclusion.

One of the things we recognized is that these topics were also covered in our last board retreat in July 2017, as we had the same challenges then as we do now. However, then we also faced the pressing challenge of launching Constellation and finding a new home for PDF. Now we can turn some attention to these lingering challenges. We do feel we are stronger as an organization overall from 2017, and in many ways better suited now to tackling some of the broader initiatives.

Out of this conversation came a list of high level values and priorities. These are

High Level Values and Priorities

- Civic Responsibility
- Community Growth
- Acculturation
- Stability
- Transparency
- Engaging the Community
- Protecting the community
- Nurturing the community

Key tactics to support these values and priorities were identified as

- Logistics/Inventory Best Practices
- Better use of technology
- Coherence of Communication
- Retaining non profit status as an 11 principle org
- Prioritizing events as top priority
- Recruitment

Committee Updates

The afternoon progressed with committee updates. There are 7 board committees, and each was covered by a different board member.

- Event Management: PDF: Boru
- Event Management: Constellation: Karnak
- Governance and Finance : Ursula
- Community Art Grants and Civic Responsibility : Millie
- Communication and Technology : M4
- Conduct Committee : Caitlin
- Land Committee: Gandhi

Event Management: PDF

Playa del Fuego (PDF) is coming up in a few months, and as such, there is a lot of activity currently around this particular event. From a high level, the event wants to grow but faces hurdles: volunteerism, leadership, land limitations. Things are progressing positively, and we are generally optimistic about the event as an entity

By June, we will have completed our 2nd PDF burn at this property. We expect this burn will include some protest art and camps, and will test our conduct policy. We know this and we shall be prepared for this.

After the burn, we expect a strong push for a reorganization to help facilitate producing a growing burn. There are a number of open questions and proposals including how to approach art/temple/effigy funding and at what level, contingencies for weather, how to measure land use and volunteerism, and how to grow and support community leadership.

In the next 3-12 months, the priorities are identified as:

- Working on PC reorg
 - Low priority until after the burn
 - A lot of great work done so far
 - Rule book which incorporates passed proposals
- Discuss Raising the effigy funding
- Discuss Separate temple grant from art grants
- Discuss separating established grants from creation grants

Additional ideas around the burn included:

- Better understanding of how autonomous the PC can be
- Monitoring land usage and volunteerism (Underway)
- Considering busses to reduce the number of cars. Also consider Parking Passes and/or Carpooling incentives?
- Maintaining enough cleared land for weather contingencies
- Establishing agreed upon volunteerism goals
- Empowering potential leaders

The upcoming PDF (May/June 2019) current state reported

- Ticket sales went smoothly and fast
 - Some vocal pushback on tiered pricing and raised prices
- Leadership -Most leadership is manned
 - Lacking in folks for PC leadership
 - Good number of shadow coords

- Drone volunteer isn't around anymore, currently looking for options.
- Daily leadership meetings at the burn
- After report meeting is set and form is created
- Volunteer Incentive Program is happening
 - Responsibility on the volunteer
 - Possibly raise from 6 hours
- DMV is possible for this burn
 - Think tank getting together
 - Meeting with other groups to determine feasibility

Event Management: Constellation

This fall will be the third Constellation burn. The burn is growing and most issues are policy and staffing related, as this burn is still establishing organizational procedures managing growth. New this year will be a volunteer appreciation department and a Guardians department for overnight gate security.

We discussed a number of questions and concerns. These included

- recognition that with the introduction of parking passes, there will likely be some confusion and backlash.
- Some key coordinator positions are unfilled (DPW, CATS sphere lead, Art grant coordinators, City Planning, Ranger lead)
- Our policy on controversial art will likely be tested.
- Instituting ways to get community feedback (e.g. creating "feedback@constellationburn.org", or a town hall?)

As this burn is currently run by 2 co-producers, we as a board want them to be empowered to do their work. However, as an oversight body vested in the burn safety and success, we are requesting more engagement and communication. Karnak and Caitlin, as BOD contacts for Constellation, will work this problem.

Governance and Finance

The main challenge for the next few months is digesting the change in leadership. Both senior members of the board (President Patty and Ranger Gandhi) are stepping down, and Ursula is moving out of the treasurer position to the president. We need to work on becoming a well oiled machine with these changes.

We voted Caitlin in as Secretary, and m4 agreed to be treasurer. We did not fill the Vice President nor Archivist roles. All board members (except outgoing members Patty & Gandhi) signed their board commitment letters. We indicated we would do board recruiting in the fall and committed to fleshing out that schedule.

A recap was given of the things we oversee annually from a governance and finance perspective. These are :

- Annual report from 2018
- PDF afterburn report & Getting the regional certification
- Constellation afterburn report & Getting the regional certification
- Event Insurance
- Directors and Officers Insurance
- Tax filings with the IRS. (As a non-profit, we don't *pay* taxes. But we file form 990)
- Business Licensing with the State of Maryland
- Issuing of 1099s January 2020
- Quarterly treasurer report
 - Including our holding in FSA, Wells Fargo and Paypal

As a team, and as stated in our bylaws, we recognized that we need to establish committee governance procedures (which include meeting report outs/minute) that are followed by all committees.

Community Art and Civic Engagement

The Community Arts and Civic Engagement(CACE) program is an evolution of what was the Community Art Grants program. The CACE program seeks to help attract, inspire, and nurture a diverse community in order to celebrate and encourage *year-round* experiments in the creation of art, a culture of play, and the collective sharing of ideas and skills. This vision is intentionally aligned with the overall vision of FPCS, but with an emphasis on year round efforts. As this program is not constricted to the yearly burns, it offers FirePony an opportunity to grow beyond events and to become more relevant to a broader community. Possible projects could be

- Works of art prioritizing community involvement
- Training sessions to share knowledge
- Civic responsibility programming

The overall program, consisting of three parts, was presented to the board as a whole. These three parts are Grants, Training, and Community programming.

The CACE program is to be funded with rollover funds from the previous Community Art Grants program, and is funded in an ongoing manner from 5% of event ticket sales. There would also be a possibility of CACE to do focused fundraising either as CACE, or in partnership with other organizations (e.g., theme camps, artomatic, etc).

As with all current FPCS efforts, CACE is staffed by volunteers who cover program administration, CACE communications, fundraising, project review and grant allocation, programming teams for each community programming event (such as MALC), and training.

There was discussion of the scope of the program, and concerns it may be too ambitious for our current volunteer staffing pool. This was recognized as a challenge, and that we would start small and focus on grants. We would then work on recruiting in both a general and a targeted manner. There was also discussion on how to ensure proper use of grant funds and/or what to do if a grantee fails to complete a project. This was to be addressed in the grant process including requiring application references, and a payback clause.

The CACE team also recognised there were some immediate tasks in front of them, including determining technology to support the program, technology around internal administration (team changes, process changes), communication strategies, project updates, budget and budget template creation and programming updates.

As a board, we voted unanimously to approve the programs in whole, to be funded as described above. The CACE committee would have authority to allocate these funds as they see fit, with the BOD retaining veto power. We also as a separate vote unanimously approved launching the grant program. In this was the understanding that there would be quarterly reporting to the board from the CACE committee.

The below information is detailing each part of the CACE program. This information is also published on our website at <https://firepony.org/programming/cace-overview/>

1. GRANTS

The grant program supports and funds artists and organizations around the mid-Atlantic region in their efforts to develop and execute highly interactive, innovative, community-focused and community-driven projects. Applicants may apply as an individual or as an organization. Organizations must be registered as a non-profit in the US to qualify. The current maximum grant is \$4k. Grants above \$2k include a matching grant requirement.

2. TRAINING

We'll provide resources, training and networking to enable artists and art and civic engagement focused organizations to learn, share knowledge, build relationships and audiences, and to share and explore new approaches that enhance their operational and creative practice. Examples may include developing a learning track of workshops to be presented at a conference such as MALC or others, or providing tools to network and share knowledge.

3. COMMUNITY PROGRAMMING

Through targeted Programming, CACE will offer a range of programs that promote knowledge sharing, leadership, inclusion, equity, civic participation and engaged learning. CACE promotes developing the combination of knowledge, skills, values and motivation to make a difference. Example programming may include sponsoring the MALC (the Mid-Atlantic Leadership Conference), and driving Diversity and Inclusion Efforts such as Race Relations Town Halls and Know Your Pronoun dialogues. We anticipate that these efforts will be done in partnership and collaboration with other organizations in the region.

Communication and Technology : M4

The communications and technology committee is the IT department of FPCS. The intent is to avoid duplicating efforts across burns and department if possible. If something is working for one team, let's reuse it for others. We continue to have committee meetings working on improving our tech.

At this point, there are too many single points of failure already, let's not make more. We need redundancy, and we need documentation.

We are looking to consolidate current tech, for ease of redundancy and maintenance. We'd like to drive traffic to the websites.

We could greatly benefit from an integrated CRM. We have 8000 (!) members for PDF's facebook site. Our reach is more significant than the 700-1400 burn attendees. We have no clear tracking of these or any of our burners or their profiles. Location? Ages? How often do they attend? Interests? Having this data would help us better serve the community, not just the events, but CACE as well. Of course there would be concerns on privacy and data security, but nothing that cannot be addressed with currently available technology. The technology committee will look into some options and report back.

We also discussed Social Media Guidelines. We decided that all people with a FirePony or PDF email, and/or in coordinator positions, will need to abide by an official social media policy. This needs to be created, reviewed, revised and sent out, including things like what happens if someone violates the guidelines. The plan is to start with the guidelines for the Constellation facebook page, and apply it across all FPCS activities. WIP document is here:

https://docs.google.com/document/d/16sCU_xppPJkZ1znmguE73IZjbtcc8uocvhoxXCHbXwg/edit

Under communications, we discussed the role of Comms. We recognized that we need to work on spreading out the load and redundancy. We have Comm for PDF, Constellation and for FirePony, all of which need content, staffing and oversight.

Conduct Committee : Caitlin

At this point, there is one outstanding appeal. There are no outstanding cases, though it bears mentioning that the Damon/Toad Meadow case is still fresh.

The main task in front of us is recruitment and creation of support materials.

For recruitment, we are looking to step up recruitment in person at burns with an event and some targeted recruiting through rangers and sanctuary. The profile of a consent committee member is someone with mental stability with willingness to take training. These can be professional mediators, social workers or the like. Previous Title IX¹ training or similar would be a plus. What we do not want is drama magnets, or anyone with an agenda. The goal is to have enough people that we avoid a situation where the committee member knows either party well. We already have a solid conduct policy. We need a guide for committee members on what information do you absolutely need to collect, and a rough guide on how to handle a “typical” incident. We could use a resource guide for both committee members and for people who report any issues. We need a standard response of what to expect from the team from people who email the conduct committee.

As a board, we are willing to pay for training if needed. We discussed if we wanted restorative justice training, but reached no conclusion. It was recommended that All BOD should have training (Title IX and beyond.)

DISCUSSION: Land Fund

After dinner, we regrouped on the porch to try to unpack the issue of “what to do with the land fund”. Tickets to PDF used to be \$15, but a number of years ago were increased for the purpose of funding a Land Fund. This fund has grown to about \$420,000. At this time, we are not actively engaged on the issues of owning land. While we can continue to do nothing on this front, doing nothing seems irresponsible. While we are not the Board who instigated creation of the land fund, we all knew it was within our purview when we signed up.

We all agreed that this has dragged on long enough and that the land fund needs to be put to use. The discussion opened with a number of board members expressing thoughts about how we are not ready to own land. Thoughts that a plan needs to be made, and this plan needs to

¹ main purpose of **Title IX** is to prohibit discrimination on the basis of sex in any education program or activity receiving Federal financial assistance

extend beyond the BOD and involve the community. In the past, these conversations have started, but have either stalled or were never acted on.

We discussed some financial and tactical concerns. Do we have enough funds? Would we need to create a separate land management entity? How to involve the community more - maybe deploy a membership concept? Does a make-space count as a legitimate use of the "land" fund? Should we partner with another organization around this?

After much discussion, we agreed that the next step is to do the research. We agreed to engage outside consulting in a feasibility study. We can lean on resources such as interbecs and the advisory team for contacts into who we could hire. The feasibility study should be done by an outside consultant and answer questions of:

- Do we have enough money?
- If we bought land, how would we manage it?
- What would make it feasible? (including legal issues)
- Given what we want in land, what would that cost?
- Other questions TBD.

We are also keen to make this study time bound, in the range of 6-7 months.

Next steps were to tighten up the scope of what we will ask a consultant around this feasibility study, and then look for who we could hire.

Wrap-up and Conclusion

Sunday involved a recap and discussion of action items and tasking. Main action items and take-aways are listed in the opening section. We did a checkin and everyone felt that the meeting was productive and a good use of time and resources. We did a leave no trace sweep and adjourned the meeting at 2PM.

Appendix A: Burning Man Meeting Facilitation Guidelines

- Leave No Trace
- Speak from your own perspective
- Have fun
- Listen generously
 - Don't leap to judgement
 - Don't just wait for your turn to speak
 - Your attention is yours to give
- Share the air
 - Everyone gets room to speak
- Be on time
- Be present
- No cell phones or laptops
- No intoxicants
- Keep this confidential
- Advanced notice of recordings
- Snaps for support
- Raise hands; Use double hands judiciously
- Take responsibility for the outcomes
- One conversation at a time
- Don't use the time to repeat something

Appendix B: Agenda

FirePony Creative Society Board of Directors Retreat

March 29-31, 2019

Location: 18 Booker Road, Delta, PA 17314, United States

Friday

- **Arrival** - Check-in 3pm
 - Walkabout
 - Yoga
 - Happy hour
- **Dinner** - 7pm-ish
- **Icebreakers: Your path and why the Board - 45 minutes**
 - *What are three things you don't think anyone knows about you?*
 - *Eg. Your first job, your worst job, unique challenges of childhood, etc.*
 - *Of all the things you could be doing with your time, why the PDF Board?*
 - *What is the single most important contribution that you make to the team?*
 - *What is one area that you must either improve upon or eliminate for the good the team?*

Saturday

- **Breakfast** - 8am
- **Welcome / Kick-off** - 9:30 am
 - Review agenda and timeline
- **Meeting Protocols and Best Practices** - 9:45am
 - Burning Man Meeting Facilitation Guidelines
 - During retreat and Online and into the future
 - *What does "being present" mean to you?*
 - *What does "good communication" look like to you? What is your communication style?*
 - *What hopes do you have about how others communicate with you?*
 - *What does productive conflict look like to you?*
- **Board Contracts** - 10am
 - Finalized before retreat - review, discuss final changes, collect signatures (via Adobe Sign)
- **Updating Bylaws** - 10:15am

- *To do before retreat: Review and come ready to share proposed updates to Bylaws*
- https://docs.google.com/document/d/17TBqijidHEfAvpukoG_Q5MkFPJ9y4BJah-iQfT_NxLzg/edit
- *To do after retreat: collect old versions of Bylaws in Drive and mark as old.*
- **Mid-Morning Break - 10:45am**
- **State of the Organization - 11am**
 - Current Strengths / Opportunities / Weaknesses / Threats
 - Funding
 - Present accomplishments to date - especially last 18 months (since last retreat)
 - *To do: Please come prepared with 3 short sentences to describe the current state of the organization.*
 - *To do: Review to-do list from last year's retreat ahead of time, what jumps out at you? Still needed?*
 - Review results, categorize, prioritize
- **Lunch - 12:00pm**
- **Organizational Priorities / Values - 1:15pm**
 - *To do: Please come prepared with short descriptions of your top three org priorities / values. High level.*
 - Review Mission & Vision
- **Committee Updates - 1:45pm - Part 1**

Please come prepared to discuss where things are now, as well as a general overview of your three to 12 month goals for your committee. What resources (time, tools, extra hands) do you think you need to achieve the goals you've identified? Any particular challenges you'd like to discuss? 20-25 minutes each. Topics that require more discussion could be put in the parking lot and discussed Sunday morning, or at the next BOD call.

To do: *Send out all proposals / documents needed for review by Tuesday, March 26*

 - Event Management: PDF: Boru
 - Event Management: Constellation: Karnak
 - Governance and Finance : Ursula
 - Financial management
 - Reporting
 - Advisory Team
- **Mid-Afternoon Break - 3pm**
- **Committee Updates - 3:15pm - Part 2**
 - Community Art Grants and Civic Responsibility : Millie
 - *To do: Review proposed program plan / ideas ahead of time*

- Communication and Technology : M4
 - *To do: Review proposed program plan / ideas ahead of time*
 - Social Media Guidelines
 - Internal guidelines (for BOD members) and guidelines for the public
 - Role of Comms
 - Role of Archivist
- Conduct Committee : Caitlin
- **Mid-Afternoon Break - 4:45pm**
- **Discussion: Land Fund - 5pm**
 - Opportunities (Funding)
 - Proposals - Vote in 6 months
 - Town Halls
 - California Burners Land Purchase
 - *To do: Please come prepared with what you consider to be the five most important elements of a land management proposal.*
- **Check-in - 6pm**
 - Key takeaways. How are you feeling about things?
- **Happy Hour - 6:30pm**
- **Dinner Prep**

Sunday

- **Breakfast - 8am**
- **Check-in - 9am**
- **Recap and Action Items (and parking lot items from Saturday's discussion) - 9:30am**
 - Event Management: PDF: Boru
 - Event Management: Constellation: Karnak
 - Governance and Finance : Ursula
 - Community Art Grants and Civic Responsibility : Millie
 - Communication and Technology : M4
 - Conduct Committee : Caitlin
- **Wrap-up of Retreat - 11:30am**
- **LNT and Exodus - 12pm**
- **Depart by 2pm**